



December 4, 2009

Southeast Energy Efficiency Alliance
c/o Mr. Ben Taube, Executive Director
P.O. Box 13909
Atlanta, GA 30324

Re: Hampton Roads-SEEA Letter of Commitment/Support for Application to the DOE for EECBG Funds (DE-FOA-0000148)

Dear Mr. Taube:

Hampton Roads is pleased to provide this letter of commitment to SEEA for DOE EECBG DE-FOA-0000148. We have addressed each of the elements of support you requested below.

Major Stakeholders

- Proposer: SEEA
- Implementing Agency: Green Jobs Alliance (GJA). The Green Jobs Alliance is a registered 501(c)3 nonprofit and will serve as the NGO Program Manager
- Key Players & Their Roles:
 - Quality Assurance Provider: SENCON will provide verification of contractor eligibility, quality management systems and practices and quality assurance oversight, including field inspections.
 - Training Providers: Community Colleges (TNCC, TCC, Paul D. Camp), Career & Technical Schools (New Horizons, Pruden Center), Labor (IBEW 1340, Hampton Roads Building Trades), Workforce Development (PCWFD, Opportunity, Inc.), and the private sector (Tidewater Building Academy, SENCON) will provide energy audit and energy retrofit training and mentoring programs.
 - State and 16 Local Governments will participate in consumer awareness campaign, provide financial incentives, and assist with policy and legislative action.
 - Contractor Partners: Peninsula Housing and Builders Association and the Tidewater Builders Association membership will offer customers a package of improvements that reduces energy use by at least 20%, perform whole-house energy efficiency improvements, participate in the consumer awareness campaign, and report project information to GJA.
 - Product Manufacturers and Retailers will assist with contractor recruiting, training, mentoring, participate in consumer awareness campaign, and provide discounts for participating contractors and consumers.
 - Utilities: Dominion Power, Virginia Natural Gas, Columbia Gas will participate in the consumer awareness campaign, provide financial incentives, and assist with contractor training.
 - Media: Cox Communications, TV Stations, Radio Stations, Print Media will participate in the consumer awareness campaign.
 - Realtors and Appraisers: Virginia Peninsula Realtors, Hampton Roads Association of Realtors will participate in the consumer awareness campaign, provide Realtor training, and implement improvements to MLS and appraisal software.

- Financial Institutions: Banks, Credit Unions, Mortgage Brokers will participate in the consumer awareness campaign, provide consumer financing, and assist with financial training.
- Business and Trade Associations: Leading state and regional groups (Virginia Peninsula Chamber of Commerce, Hampton Roads Chamber of Commerce, Virginia Peninsula Association of Realtors, Hampton Roads Association of Realtors, Hampton Roads Economic Development Alliance, Hampton Roads Partnership, Peninsula Housing and Builders Association, Tidewater Builders Association, Hampton Roads Commercial Real Estate Executives, Hampton Roads Green Building Council, Virginia Philpott Manufacturing Extension Partnership, Virginia Business Excellence Consortium, Virginia Manufacturing Association, Hampton Roads Technology Council, and Hampton Roads Military and Federal Facilities Authority will participate in consumer and business awareness campaigns.

Planning Time Frame

- GJA was not among the bidders to SEEA's solicitation last spring. However, GJA in cooperation with SENCON and other key stakeholders has been working to develop a Home Performance with Energy Star Program in Hampton Roads for several months. That planning is near completion and the program will be ready for implementation before DOE award of this EECBG grant. There are no energy program initiatives in Hampton Roads other than the Weatherization Programs of the Community Action Agencies.

End-user customer market

- Residential; single family owner-occupied, single family rental and multi-family rental
- Commercial; office and industrial

Marketing

- **Marketing Approach:** The effective approach to marketing the program requires a strong focus on three vital, yet distinct market segments—residential property owners and commercial property owners, who need energy efficient or energy conservation work, as well as the contractors who will actually perform the work. In recent years the region has experienced a surge in interest from property owners and renters interested in improving the energy efficiency of their homes and businesses. At the same time, we have witnessed a shift in the number of contractors willing to adjust their focus on building to a greener, more energy efficient standard. Despite this interest, there still remains some confusion and misconceptions about the cost and ease with which many of these retrofits and improvements can be implemented. With this in mind, it is not only important that the program embrace an integrated marketing approach aimed at both the consumer and the builder, but it is also vital that it implement a robust educational campaign to support these efforts. During the planning process of our integrated marketing approach we focused on the following steps; determine our objectives, develop a solid strategy to meet our objectives, and devise a tactical plan to ensure successful execution of our objectives.
- **Marketing Objectives:** Through our integrated marketing approach we expect to:
 - increase consumer and contractor awareness of energy efficiency and energy conservation products and services in the 16 localities included in this grant,
 - educate homeowners and businesses about specific benefits incorporating energy efficient features into their homes, as well as the cost benefits each feature can potentially deliver,

- educate contractors and developers on various programs and services available to them to help grow the green aspect of their business and satisfy the increasing demand for energy efficient and more eco-friendly homes and offices,
 - ensure that the combined media campaign and educational outreach efforts work to decrease consumer and builder resistance to incorporating more energy efficient features into their homes and offices,
 - ensure that these combined efforts build increased interest in energy efficiency by converting interested parties into actual consumers as measured by an increase in retrofit services performed, and
 - increase awareness among consumer, commercial and contractor audiences of the need to fill jobs to satisfy growing demand and develop a ready workforce ready to implement the services required.
- **Marketing Strategy:** As there remains confusion and misconceptions in the minds of consumers and builders alike, we must first seek to understand what is most important to them regarding energy efficient products and services. Our marketing strategy requires that we take a broad, aggressive approach through a variety of mediums and venues to effectively achieve the objectives and benefits of this program. Property owner, developer, and contractor awareness and education of energy efficiency and how to take advantage of sustainable programs is still very important to the success of this program. The following list includes a general overview of the tools we will use to put our strategy into action and achieve the objectives we set for this program:
 - **Television**
Because of its branding power and reach, television will play an important role in the marketing of this program. Effectively promoting the program on television will utilize a mix of PSA announcements and paid advertising spots on local, cable and community channels. Many of the community channels will allow free spots to promote the educational aspect of the program and full utilization of these opportunities will be taken.
 - **Radio**
In effectively promoting the program on radio, we will utilize a mix of PSA announcements and paid advertising spots on both talk and music channels. We will also host a twice monthly hour-long, call-in program designed to educate the public and contractors about various topics on a popular local talk radio station.
 - **Print Media**
There are a diverse range of print products available in the southeastern Virginia region to reach both residential and commercial audiences. We will purchase display ads and sponsorships in the following print vehicles:
 - Daily Newspapers (*The Virginian Pilot, Daily Press*) -regular placement of display ads in Saturday Home section and Sunday Gracious Living sections, as well as special employment and Homearama sections, serve as a source for energy-related stories, and submit press releases for print
 - Business and Trade Associations Publications-advertise regularly in member magazine and submit articles for publication, purchase display ads
 - Direct Mail and Door-to-Door Campaigns-send out 10,000 pieces of call-to-action promotions in very targeted direct mail and door-to-door delivered campaigns
 - **Electronic Media**
 - Business and Trade Associations - sponsor eNewsletters, advertise and attach special announcements



- Local Government TV Channels and eNewsletters-submit announcements and work with local governments to include educational news on the program in their eNewsletters
- Leverage Social Media Sites-develop fan base and member followers through social media sites such as Facebook, Twitter, Linked-In, and MySpace.
- Online Networking-provide shared links and submit targeted content for publication on local green Web sites
- **Billboards**
Promote program on placement of 12 billboards throughout area.
- **Cooperative Campaigns**
Increase consumer awareness by including information on program as inserts into monthly billing statements i.e. VNG, Dominion Power, and Columbia Gas.
- **Public Relations Campaigns**
Submit press releases to all area media outlets to generate awareness and buzz about program, as well as write focused stories, op-ed pieces and cooperative content for local and regional green sites (Hampton Roads Green Drinks, Green Caffeine, etc.) and free publications. We will also swap out email blasts and other event promotional materials with groups such as TBA, PHBA, HRRRA and others.
- **Events**
We will set up booths at key local events such as Homearama, Parade of Homes, etc., to meet with public and event attendees and promote the program, as well as hold free seminars and training events. The public will be invited to attend these free events in order to get a front-row view at what "green" can mean to them in their lives. In addition, we will work with local realtors and bankers groups to speak to their membership about the importance of this program and how their involvement can benefit them.
- **Contractor Marketing**
Consumer awareness of the ENERGY STAR name is high as it relates to energy efficient products. Awareness of ENERGY STAR as it relates to comprehensive home energy audits and home performance contracting remains low. Therefore, it is necessary to introduce and educate contractors performing the work and homeowners to Home Performance with ENERGY STAR (HPwES). Through this program, we will leverage our partnerships with PHBA and TBA to educate builders and contractors on the importance of the HPwES program. Some of the ways we intend to achieve this include conducting seminars to the associations' membership, utilizing association membership mail lists to send out program information and educational literature, advertising in association membership newsletters and participating in association events. Knowing what energy-efficiency improvements to make in a home requires expertise and training. Through participation in this program, builders and contractors can offer their customers a package of improvements that reduces energy use by at least 20%. The builder will also have the training to offer whole-house energy efficient improvements or solutions to their customer base. Using ENERGY STAR recommended practices can increase revenue; improve customer satisfaction, and leads to fewer call backs from unhappy customers.

Financing Mechanisms

- Subsidized loan from conventional lenders
- Revolving loan
- On-bill financing from utility
- PACE program

Workforce Development Issues

- **General statement of adequacy of present workforce, any shortcomings.** Southeastern Virginia, known as Hampton Roads, is a regional economy in need of transformation. The region represents 15 cities and counties and a population of over 1.8 million (almost a third of Virginia's total population). While the region is facing many challenges and unemployment rates are as high as 11% in some areas, we are also in the unique position to meet those challenges. In addition, many of those individuals impacted by declining industries, such as manufacturing and auto, will only require minimal training to meet the needs of the new green industries, such as retrofitting and energy auditing. The populations that will be the targeted for grant activities include those recently impacted by the economic downturn, including the 1,100 employees dislocated by the closure of International Paper in Franklin, Virginia, the 250 employees dislocated from Alcoa Howmet in Hampton, Virginia and former auto industry workers impacted by the Norfolk Ford Plant closure in Norfolk, Virginia, among others.
- **Describe process for training, ID of issues, and any lead institutions, such as community college, university, union training center.** GJA has assembled a team of experienced partners uniquely qualified to establish the organizational framework for implementing the grant and identifying the required partners and training opportunities. A Grant Advisory Committee will be composed of staff from the partners and coalition members. The Committee will assist in identifying the training required and primary issues facing the region's workforce. It will serve an integral role in providing feedback and direction as the initiative progresses over the next several years. The Advisory Committee will include staff members from the Workforce Investment Board, community colleges, local universities, labor union and business and industry.
- **Describe leading participants in addressing issues.** **Green Jobs Alliance (GJA)** is a 501(c) (3) nonprofit partnership organization established as a Virginia corporation to help implement the Green Jobs Act of 2007 by providing education and training to targeted populations identified in the Act. In 2009, and in compliance with the Green Jobs Act, the GJA was also designated as the only Virginia State Energy Training Partner by the Honorable Daniel G. LeBlanc, Senior Advisor for Workforce to Virginia Governor Tim Kaine.
 - **Workforce Development:** The **Peninsula Council for Workforce Development** has a proven track record of collaboration and successful performance with a wide range of stakeholders in carrying out the purposes of a variety of federally funded programs. The Council is involved in supporting local workforce development activities to include developing and overseeing industry cluster groups and implementing K-12 educational initiatives, and providing direct programmatic support for the Peninsula's regional One-Stop Career Center System, known as Peninsula Worklink. GJA will contract with the Federal Division of the Peninsula Council for Workforce Development (Council) to provide technical assistance in support of the overall administrative functions that will need to be performed by the Alliance as the grant recipient. The Council's has over the past 35 years successfully administered federally funded employment and training programs at the local level under the CETA, JTPA, and currently WIA.
 - **Educational Institutions:** **Thomas Nelson Community College, New Horizons Regional Education Center, Virginia Tech's Hampton Roads Center, Old Dominion University and Tidewater Community College** will provide training resources to participants.
 - **Organized Labor Apprenticeships:** **International Brotherhood of Electrical Workers (IBEW)** represents approximately 725,000 members who work in a wide variety of fields, including utilities, construction, telecommunications, broadcasting, manufacturing, railroads and

government. The Joint IBEW-NECA training programs in eastern and central Virginia have trained over 720 journeyman electricians over the past ten years.

- **Green Careers Center (GCC)**, headquartered in Hampton Roads, has over 29 years of experience ensuring that green job placement programs are focused, useful, and successful.
- **Workforce development strategy and capacity.** GJA's Mission Statement appropriately describes the overall green workforce development strategy for the region: "To coordinate the resourcing, training, and support for the development of an energy efficiency and renewable energy workforce with a goal of economic independence for individual workers." The five goals and strategies for the initiative are:
 - **Goal 1:** To provide green jobs education and training for energy efficiency and renewable energy careers. **Strategy:** Work with our education and training partners to plan, organize, staff, direct, innovate and represent all facets of this project to a successful conclusion;
 - **Goal 2:** To assist the region in attracting and developing renewable resource businesses to its localities. **Strategy:** Establish a Renewable Energy Industry Advisory Council to help identify, evaluate, and contact potential renewable energy industry companies (wind, solar, bio-fuels) about doing business in our region;
 - **Goal 3:** To educate the general public about renewable sources of energy and energy efficiency. **Strategy:** Work with Virginia Tech, Capitol Productions Television, and the Columbia School of Broadcasting to educate and train a multimedia workforce skilled in filming, editing and producing educational energy and environmental programming for the general public;

GJA will accomplish its goals and strategies through the capacity of its partners with a history of positive results in certification, degree and apprenticeship programs and will improve local communities through economic development. By providing training through already established educational partners and recruitment and job placement through the region's successful One Stop system, GJA links to some of the strongest workforce partners in Virginia. Moreover, additional partners and new curricula will add to regional capacity to sustain training and placement activity in the future.

- **State of Virginia.** The Department of Housing & Community Development (DHCD) has entered into an agreement with the New River Center for Energy Research and Training for a \$1.9 million training program for this fiscal year and is expected to continue at for each of the two following years. DHCD is currently negotiating an agreement with the Virginia Community College System for \$1.8 million per year.

Goals Statement and \$ Request

- By sector, how many customers served in three years
 - Residential
 - Single Family Residential Owner Occupied 5,996
 - Single Family Residential Rental 2,908
 - Multi-Family Residential Rental 2,167
 - Commercial
 - Office 33
 - Industrial 41
- By sector, dollars invested over 3 years
 - Residential
 - Single Family Residential Owner Occupied: \$29,979,450
 - Single Family Residential Rental: \$14,539,725

- Multi-Family Residential Rental: \$10,835,400
- Commercial
 - Office: \$995,400
 - Industrial: \$4,111,500
- Indicate the specific utilities saved cumulative 3 years
 - Electricity
 - Residential 39,852,000 kWh
 - Commercial 4,306,167 kWh
- Dollars requested \$10,067,913

Role of State Energy Office, Governor, any other statewide organization of importance

- The Governor's commitment to passing special district financing bill or other financing strategies for EE;
 - Governor Kaine's Renew Virginia initiative, including SB1212 (PACE enabling legislation) and other bills granted authority for local government to offer preferential property tax rates for green roofs and renewable energy systems. Two sources of financing available to local governments for EE retrofit loans: Virginia Resources Authority and a very flexible finance program offered by a group established by VML and VACo.
- Governor's commitment to adopting stronger state building code;
 - In March 2009, DHCD commenced the 2009 USBC regulatory process with a complete and effective data for September, 2010 to adopt the 2009 IECC and the ASHRAE 90.1-2007 standard. These actions exceed the ARRA condition for a state to develop a plan to achieve 90 percent compliance with residential and commercial building energy codes within eight years.
- The State Energy Office commitment to communicate, including additional cities, and to provide some SEP funds, and dedicate WAP funds if possible
 - Performance contracting technical support to local government will be provided by technical specialists beginning in Q1 of 2010, using SEP funds.
 - DMME has encouraged community based energy efficiency programs by giving them "bonus" points when ranking competitive proposals from smaller localities for about \$9.1 million in EECBG funds that pass through DMME, and has provided informational and educational resources to support such programs.

Where SEEA technical assistance will be useful (prioritized)

- PACE bill structuring or implementation at local level
- Marketing strategy
- Integration with utility incentive programs
- Monitoring and evaluation
- Workforce training
- Revolving loan structure, eligibility rules
- Selecting energy performance contractors



City Manager

December 4, 2009

Southeast Energy Efficiency Alliance
c/o Mr. Ben Taube, Executive Director
P.O. Box 13909
Atlanta, GA 30324

Re: Letter of Intent for Application to the DOE for EECBG Funds (DE-FOA-0000148)

Dear Mr. Taube:

On November 18, 2009 the Hampton Roads Planning District Commission passed a resolution in support of the Green Jobs Alliance pursuing the above referenced EECBG funds on behalf of the Hampton Roads region. This letter is submitted by the City of Hampton, as required by Section I D "Eligibility under Topic 1", authorizing the Green Jobs Alliance in its partnership with the Southeast Energy Efficiency Alliance (SEEA) to participate in a Southeast Regional application to DOE for the competitive EECBG funds. We support the regional approach and see value in the leveraging of peer cities through strategic planning and deployment of energy efficiency. We also give SEEA the authority to submit the regional application which will include my city as a partner. This regional application will seek the maximum award of \$75 million.

Please feel free to contact me with any questions. We see this as a unique opportunity to progress energy efficiency in an area of the country where it is needed.

Sincerely,

James B. Oliver, Jr.
City Manager

CITY OF HAMPTON (757) 727-6392 FAX (757) 728-3037
22 LINCOLN STREET, HAMPTON, VIRGINIA 23669

"Oldest Continuous English-Speaking Settlement in America - 1610"



City of Newport News

Virginia 23607

Office Of The City Manager

December 3, 2009

2400 Washington Avenue
(757) 926-8411
Fax (757) 926-3503

Southeast Energy Efficiency Alliance
c/o Mr. Ben Taube, Executive Director
P. O. Box 13909
Atlanta, GA 30324

Re: Letter of Intent for Application to the DOE for EECBG Funds
(DE-FOA-000148)

Dear Mr. Taube:

On November 18, 2009 the Hampton Roads Planning District Commission passed a resolution in support of the Green Jobs Alliance pursuing the above-referenced EECBG funds on behalf of the Hampton Roads region. This letter is submitted by the City of Newport News, as required by Section I D "Eligibility under Topic 1," authorizing the Green Jobs Alliance in its partnership with the Southeast Energy Efficiency Alliance (SEEA) to participate in a Southeast Regional application to DOE for the competitive EECBG funds. We support the regional approach and see value in the leveraging of peer cities through strategic planning and deployment of energy efficiency. We also give SEEA the authority to submit the regional application which will include my City as a partner. This regional application will seek the maximum award of \$75 million.

Please feel free to contact me with any questions. We see this as a unique opportunity to progress energy efficiency in an area of the country where it is needed.

Sincerely,



Neil A. Morgan
Acting City Manager

NAM:rsw



CITY of NORFOLK

Office of the Mayor

Paul D. Fraim
Mayor

November 24, 2009

Green Jobs Alliance
c/o Mr. Randall Gilliland, Chairman
2 Eaton Street, Suite 711
Hampton, VA 23669

Re: Letter of Intent for Application to the DOE for EECBG Funds (DE-FOA-0000148)

Dear Mr. Gilliland:

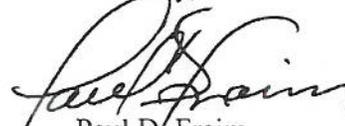
On November 18, 2009 the Hampton Roads Planning District Commission passed a resolution in support of the Green Jobs Alliance pursuing the above referenced EECBG funds on behalf of the Hampton Roads region.

This letter is submitted by the City of Norfolk, as required by Section I D "Eligibility under Topic 1", authorizing the Green Jobs Alliance (GJA) to pursue an application to DOE for the competitive EECBG funds. We support the regional approach and see value in the leveraging of peer cities through strategic planning and deployment of energy efficiency. We also give GJA the authority to submit the regional application which will include the City of Norfolk as a partner. This regional application will seek the maximum award of \$75 million.

Please feel free to contact me with any questions. We see this as a unique opportunity to progress energy efficiency in an area of the country where it is needed.

With best wishes, I am

Sincerely,



Paul D. Fraim
Mayor

cc: Regina V.K. Williams, City Manager
Denise Thompson, Environmental Protection Programs Manager

SOUTHAMPTON COUNTY

26022 Administration Ctr. Dr.
P.O. Box 400
Courtland, Virginia 23837



757-653-3015
Fax: 757-653-0227

December 4, 2009

Southeast Energy Efficiency Alliance
c/o Mr. Ben Taube, Executive Director
P.O. Box 13909
Atlanta, GA 30324

Re: Letter of Intent for Application to the DOE for EECBG Funds (DE-FOA-0000148)

Dear Mr. Taube:

On November 18, 2009 the Hampton Roads Planning District Commission passed a resolution in support of the Green Jobs Alliance pursuing the above referenced EECBG funds on behalf of the Hampton Roads region. This letter is submitted by Southampton County, as required by Section I D "Eligibility under Topic 1", authorizing the Green Jobs Alliance in its partnership with the Southeast Energy Efficiency Alliance (SEEA) to participate in a Southeast Regional application to DOE for the competitive EECBG funds. We support the regional approach and see value in the leveraging of peer counties and cities through strategic planning and deployment of energy efficiency. We also give SEEA the authority to submit the regional application which will include my county as a partner. This regional application will seek the maximum award of \$75 million.

Please feel free to contact me with any questions. We see this as a unique opportunity to progress energy efficiency in an area of the country where it is needed.

Sincerely,

Michael W. Johnson
County Administrator



City of Virginia Beach

OFFICE OF THE CITY MANAGER
(757) 385-4242
FAX (757) 427-5626

VBgov.com
MUNICIPAL CENTER
BUILDING 1, ROOM 234
2401 COURTHOUSE DRIVE
VIRGINIA BEACH, VA 23456-9001

December 1, 2009

Southeast Energy Efficiency Alliance
c/o Mr. Ben Taube, Executive Director
P.O. Box 13909
Atlanta, GA 30324

Subject: Letter of Intent for Application to the DOE for EECBG Funds (DE-FOA-0000148)

Dear Mr. Taube:

On November 18, 2009 the Hampton Roads Planning District Commission passed a resolution in support of the Green Jobs Alliance pursuing the above referenced EECBG funds on behalf of the Hampton Roads region. This letter is submitted by the City of Virginia Beach, as required by Section I D "Eligibility under Topic 1", authorizing the Green Jobs Alliance in its partnership with the Southeast Energy Efficiency Alliance (SEEA) to participate in a Southeast Regional application to DOE for the competitive EECBG funds. We support the regional approach and see value in the leveraging of peer cities through strategic planning and deployment of energy efficiency. We also give SEEA the authority to submit the regional application which will include my city as a partner. This regional application will seek the maximum award of \$75 million.

Please feel free to contact me with any questions. We see this as a unique opportunity to progress energy efficiency in an area of the country where it is needed.

With Pride in Our City,

James K. Spore
City Manager

JKS/RRM/amg

Cc: Steve Herbert, Deputy City Manager
Bob Matthias, Assistant to the City Manager

FLORIDA ENERGY ALLIANCE

Proposal to the DOE "Retrofit Ramp-Up and General Innovation Fund Programs"
Under DE-FOA-0000148



The Celebration Community Development District
is creating the **Florida Energy Alliance** in conjunction with the **Southeast Energy
Efficiency Alliance** to serve its citizens
and replicate our successful model
to other cities and communities across Florida.

Our Mission:

*"Helping Floridians achieve substantial energy cost savings through investments
in energy efficiency and renewable resources for our homes and businesses
resulting in a cleaner greener planet."*



COUNTY of ISLE OF WIGHT

THE COURTHOUSE

December 4, 2009

Mr. Ben Taube, Executive Director
Southeast Energy Efficiency Alliance
Post Office Box 13909
Atlanta, Georgia 30324

RE: Letter of Intent for Application to the
DOE for EECBG Funds (DE-FOA-0000148)

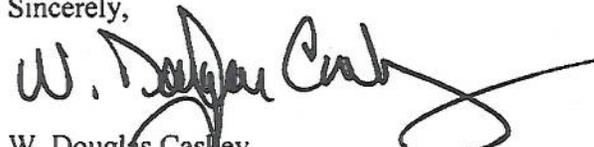
Dear Mr. Taube:

On November 18, 2009, the Hampton Roads Planning District Commission passed a resolution in support of the Green Jobs Alliance pursuing the above referenced EECBG funds on behalf of the Hampton Roads Region. This letter is submitted by the County of Isle of Wight, as required by Section I D "Eligibility under Topic 1", authorizing the Green Jobs Alliance in its partnership with the Southeast Energy Efficiency Alliance (SEEA) to participate in the Southeast Regional application to DOE for the competitive EECBG funds.

Isle of Wight supports the regional approach and recognizes the value in the leveraging of peer cities/counties through strategic planning and deployment of energy efficiency. Isle of Wight also gives SEEA the authority to submit the regional application which will include my county as a partner. This regional application will seek the maximum award of \$75 million.

Should you have any questions, please feel free to contact me. Isle of Wight sees this as a unique opportunity to progress energy efficiency in an area of the country where it is needed.

Sincerely,


W. Douglas Casley
County Administrator

cc: The Honorable Board of Supervisors
A. Paul Burton, County Attorney

21 West Church Street
Jacksonville, Florida 32202-3139

April 21, 2009



Mr. Ben Taube
Southeast Energy Efficiency Alliance
P.O. Box 13909
Atlanta, GA 30324

Dear Mr. Taube:

I am writing on behalf of the JEA Board to express our support for the formation of a Community Energy Alliance [CEA] to help Jacksonville and its citizens become more efficient with their energy use, improve the environment and grow local jobs. We believe that a CEA is needed in order to deliver appropriate energy efficiency and renewable technology to the Jacksonville community. Through this arrangement the CEA will help thousands of Jacksonville area residents identify and arrange for financing for cost effective energy efficiency and renewable measures.

We understand that we need to accomplish five major functions and are seeking community partners' support where it may be appropriate. The five functions are:

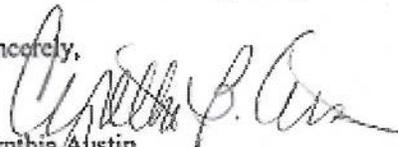
1. Target Marketing through a variety of stakeholders and channels
2. Home and business energy opportunity analysis [detailed energy audits]
3. Financing of targeted measures
4. Installation by qualified installers and contractors
5. Measurement and Verification of results

Each element of infrastructure above will be carefully tailored to the Jacksonville community. The CEA will complement and integrate numerous independent efforts creating synergy among the stakeholders to deliver dramatic results. The CEA target areas of focus will include residential and commercial building sectors as well as fleets that may consider plug-in hybrid use.

JEA will act as the lead organization initially collaborating with the City of Jacksonville. Ultimately a separate non-profit will be set up to run the operations. It is our intent that the CEA will be run like a business. Staff will be seeking Federal stimulus funding to initially support this new organization.

As the governing board of JEA, by this letter we are expressing our support for this grant application and endorse that staff resources be expended on same. Our JEA team looks forward to collaborating with you to help make Jacksonville more energy efficient.

Sincerely,


Cynthia Austin
Board Chair

E L E C T R I C

W A T E R

S E W E R

Board of Directors

Cynthia Austin
Chair

Gary Whittle
Vice Chair

Alvin Hudson
Secretary

Mike Hightower
Assistant Secretary

Jay Fost
Jim Gannon
Dan Summers

Overview of JEA/City of Jacksonville (COJ) Retrofit Ramp-up Proposal for: Energy Efficiency & Conservation Block Grant [EECBG] Competitive Grant

DOE Grant Description

This grant is for large-scale programs of ongoing energy efficiency retrofits on residential, commercial and public buildings and is geographically focused. Retrofits will reduce total monthly operating costs of the buildings. DOE anticipates making 8-20 awards; award sizes ranging from \$5 to \$75 million. DOE is looking for a 5:1 leverage of the funds and a revenue and sustainability model to carry the program beyond the grant period. Jacksonville is seeking approximately \$8.2 million for this proposal. Our proposed program exceeds these metrics.

Jacksonville approach targeting

The target area is within a 10-15 mile radius of the core city, which includes a denser residential and commercial region within the city. The buildings located in this region tend to be older and less energy efficient structures. Geographical focused marketing will be on homes/buildings built in pre-1980 [pre-Florida Energy Code] areas.

Description of outreach/advertising to building owners

JEA will pursue broad market participation. The following are examples of marketing efforts:

- JEA billing inserts, JEA e-mail groups, Geo-targeted direct mail
- Northeast Florida Community Energy Alliance [NEFCEA] and its associated stakeholder member groups will assist in marketing
- Promotion to 50,000 JEA customers who have opted-in to energy use feedback program
- Qualified vendor affinity marketing

Description of how retrofits will be delivered (audits and contract work)

- Market via JEA, COJ and NEFCEA programs and mechanisms
- Promote subsidized investment grade audit using subsidy paid by grant
- Implementation options include - cash payment, contractor installation, as well as:
 - Do-It-Yourself - Consumer/Business
 - Conventional financing via participating local financial institutions [with interest buy down]
 - Energy Services Company [ESCO] financing & installation
- Participating contractors to meet JEA standards

Description of how savings will be monitored and verified

JEA through its Demand Side Management (DSM) program will provide Measurement & Verification services in accordance with accepted industry protocol.

Description of how program will work

- Residential - JEA has [and is expanding] incentives for existing homeowners & businesses through its DSM program. A series of new services for residential and commercial customers will be launched in mid-2010.
- Detailed energy audits will be subsidized by JEA and the EECBG (Competitive) to reduce resistance by customers to pay for energy audits. JEA is considering a rebate for energy audit costs based on level of implementation to further encourage their use.
- Public Buildings
 - COJ will self fund energy efficiency measures through EECBG (formula) funds and general budget
 - JEA and Duval County School Board [DCSB] may be interested in using the ESCO model
- Small Commercial - Conventional financing (e.g... Community First CU, banks) and ESCOs
- Third Party Financing [interest subsidy paid by grant]

- Interest rate buy down with participating 3rd party financial institutions will be used to generate a high level of interest in the program. Financial institutions will be chosen via an RFP process. [One local credit union, Community First Credit Union of Florida, has already agree to allocate \$10,000,000 toward efficiency lending.]
 - The interest rate buy-down will be a significant attraction of the program. The program will begin with an interest rate buy down which results in a 0 % loan for qualified borrowers. Interest rate subsidies will decline roughly every 18 to 24 months on a schedule that allows the market to adjust over time. It is expected that subsidies will begin at approximately 8%. The post grant subsidies will remain in place to insure that lending for efficiency upgrades continue to be differentiated in the lending market. The final subsidy is expected to be 2.5% in year six of the program.
 - Property Assessed Clean Financing [PACE] for efficiency improvements paid via property tax bills is proposed as a 2nd phase of the efficiency financing. Detailed planning will occur during the first 18 months of the grant. This will allow time to glean experience from other PACE programs. Our PACE program will explore targeting of both residential and commercial rented properties. We will include a Measure & Verification component to determine efficacy and make improvements.
- Revolving Loan Funding options
 - Have the COJ's Housing and Neighborhood Department [HAND] provide loans to Community Development Corporation (CDC)/Community Housing Development Organizations for residential energy efficiency loans up to \$20K to provide funds toward HVAC, insulation, window retrofits, and/or retrofit an entire home with Energy Star/energy efficiency appliances. The CDC's will rehabilitate a home for low to moderate income brackets, and fund energy efficiency improvements with revolving loan funds from the HAND. Repayment will be made at the sale of the home. (Est. 10 homes a year at \$20K = \$200,000). Alternately, COJ could set up a mechanism for home owners to repay the city.
 - Have the Jacksonville Economic Development Commission administer a revolving loan fund for small businesses to receive investment grade energy audits, and implement selected energy efficient recommendations of the audits which could be financed through a low interest loan.

Description of Implementation plan

Based on JEA's DSM plans and work from the development of the NEFCEA, JEA will lead the initial efforts by developing a three year plan using grant funds; the fourth year will become a self-sustaining model. JEA with support from grant is seeking to transform the local marketplace in a fashion that insures that a strong base of EE providers are established along with a much enhanced customer awareness of the value of efficiency along with strong financial services support. Ongoing NEFCEA will to continue to grow and support JEA and COJ programs creating community synergy. Technical support in the form of training, quality assurance and control will be provided by the Florida Solar Energy Center. Estimates below forecast a revenue stream for financial sustainability.

Financial sustainability charge recovered through loan repayment stream	Basis	Units Delivered	Fees [adder to repayments]	\$ raised based on loan amount
Loans - fee collected in repayment stream	\$ 24,750,000	Variable	0.50%	\$ 123,750
Financial sustainability charge recovered through audit charge - 5% fee	\$ 400	4,500	5%	\$ 90,000
ESCO - Financial sustainability charge recovered through repayment stream	\$ 250,000	3	5%	\$ 37,500
Potential revenue for future buy down, etc				\$ 251,250
Principle buy down potential	3%			\$ 8,375,000

CITY OF NEW ORLEANS

C. RAY NAGIN
MAYOR

KENYA SMITH
EXECUTIVE DIRECTOR

December 8, 2009

Contract reviewer for Energy Efficiency
and Conservation Block Grant Program
U.S. Department of Energy
1000 Independence Ave., SW
Washington D.C 20585

Subject: Letter of Commitment for Competitive dollars from the Energy Efficiency and
Conservation Block Grant Program

To Whom it May Concern,

It is the City of New Orleans' pleasure to submit this letter of commitment to the Southeastern Energy Efficiency Alliance's (SEEA) regional application for funding from the Department of Energy's Energy Efficiency and Conservation Block Grant (EECBG) program. We see value in the leveraging of the efforts of regional partners to achieve larger impact in the deployment of energy efficiency initiatives. As a recipient of funding from the direct allocation portion of the EECBG program, the City of New Orleans recognizes the value of this initiative and its ability to help the City implement game changing energy efficiency initiatives for our City. This application will be for the maximum award of \$75 million and will be split evenly by all participating cities. As a participating City, the City will request a percentage allotment, roughly in the amount of \$5 million dollars, to support initiatives that we require further funding to expand. The City of New Orleans looks forward to working with this collaborative for a successful regional initiative.

The City of New Orleans has several initiatives that will contribute to a successful application from SEEA for further funding. The City will use funding from this grant to support current initiatives that are being implemented through our existing EECBG funds. The City will fund three initiatives using funding from the SEEA grant- an energy saving performance contracting program, a revolving loan fund, and a property assessed clean energy program. It is imperative that these three programs support existing initiatives and work in tandem with existing City lead initiatives to maximize the impact of all invested dollars for energy efficiency. The energy saving performance contracting program will support the City's effort to reduce blight and hasten the process of recovery. It will build on successful energy auditing programs that are currently being administered through the State as well as the City. The revolving loan fund will work in tandem with the City's Energy Smart initiative, which creates subsidies for energy efficient



CITY OF NEW ORLEANS

C. RAY NAGIN
MAYORKENYA SMITH
EXECUTIVE DIRECTOR

enhancements to residential and commercial properties. The City has set aside the maximum amount allowed from its EECBG direct allocation, \$580,000 dollars, for the establishment of a revolving loan fund. The City will seek to expand on this investment through funding from this competitive grant. Lastly, the City will conduct research and development for energy efficiency and renewable energy financing districts. Legislation has recently been passed to adopt the Property Assessed Clean Energy Program in the State of Louisiana. The City will seek to support the establishment of this program locally through research and development.

The City's revolving loan fund is currently funded using \$580,000 in capital from its direct allocation of EECBG dollars. The City request that \$2,950,000 of its allotted share of funding from the SEEA grant proposal go towards furthering the revolving loan fund. This fund is currently set to run in collaboration with the City's Energy Smart initiative. Energy Smart is a three year program sponsored by the local utility, Entergy New Orleans. The programs are intended to transform the market by creating a demand for energy efficiency products and services and stimulate the development of the workforce to meet this demand. This initiative is expected to incrementally grow over the course of the next few years. This fund is expected to be maintained for years to come through successful energy efficiency initiatives lead by both the City and the private sector. Below is a description of the projects receiving funding from this initiative:

1. **Residential Solutions-** This program will help home owners to receive energy audits prior to having upgrades performed on their property \$390,000/year
2. **Energy Efficient New Homes-** This program offers cash incentives to home owners and residential contractors that meet program criteria for an energy efficient new home \$280,000/year
3. **Residential AC Tuning up-** This program recruits contractors to perform upgrades on residential air conditioners \$240,000/year
4. **Energy Star AC-** This program trains participating contractors to install energy star rated air conditioners \$240,000/year
5. **Residential Low Income Program-** This program will use the federal guidelines of the Weatherization Assistance program. It will create subsidies for homes to bring a home to WAP standards. \$300,000/year
6. **Residential CFL-** This will increase the installation of Energy Star qualified CFL's. \$230,000/year
7. **Small Commercial Installations-** This provides incentives to commercial customers with less than 100 kw of usage. \$680,000/year
8. **Large Commercial-** this provides incentives to commercial, industrial, and government customers with a peak demand of 100kw or greater. \$1,030,000/year
9. **Solar Hot Water Pilot-** provides incentives for solar water heater installations. \$150,000/year



CITY OF NEW ORLEANS

C. RAY NAGIN
MAYOR

KENYA SMITH
EXECUTIVE DIRECTOR

- 10. In Home Monitors-** This will provide monitors for home-owners to view their energy costs in real time. \$280,000/year
- 11. Residential/Commercial Solar PV-** This will provide subsidies for the exploration of the solar industry. \$100,000/year
- 12. One Stop Energy Shop-** This will be an education and awareness program to provide information to Energy Star program participants.

The City's revolving loan fund will be administered in collaboration with this initiative. The City is requesting funding from this grant to for the purposes of buying down the interest rates associated with this revolving loan fund, establishing a loan loss reserve for this revolving fund, and generating more funds for the purpose of lending from this fund. The City will manage this program in collaboration with its local utility, Entergy New Orleans.

The City also requests funding from its allotment go towards the establishment of an Energy Saving Performance Contracting program. The energy saving performance contract is a financing vehicle that will allow the City to weatherize its' buildings without the use of upfront capital. Research conducted by the City's energy unit shows that this initiative will have a long term pay back that will more than triple the initial investment. The City request that of it's allotted share of funding via this grant, \$2,000,000 go towards the establishment of Energy Saving Performance Contracts. Energy savings from the Energy Saving Performance Contracting Program will also be used to enhance funding in the City's Revolving Loan Fund. The City will monitor loan terms and interests rates associated with its energy saving performance contracts closely to ensure that the Energy Saving Performance Contract loans are paid in a reasonable time frame and that savings are actually garnered via these contracts. Energy Savings Performance Contracts have proven to be successful models regionally for organizations such as the Iberville Parish School Board. The City looks to repeat this success on City owned buildings and facilities. With small amounts of financing, energy saving performance contracts can yield large returns.

Lastly, funding will be used for research and development that will need to be conducted to establish the Property Assessed Clean Energy Program. On July 6, 2009, Governor Jindal signed Act 348, which allows Louisiana municipalities to create sustainable energy financing districts, through which property owners can finance energy efficiency upgrades by taking out a loan from a financing district and paying it back over 20 years through their annual property tax bill. Louisiana Act 348 will pave the way for rapid expansion of energy efficiency projects in New Orleans and throughout the mid-south region by creating and educating stakeholders about financing models that leverage new Louisiana energy efficiency financing laws, and proving their viability by



MAYOR'S OFFICE OF RECOVERY MANAGEMENT
CITY OF NEW ORLEANS

C. RAY NAGIN
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EXECUTIVE DIRECTOR

identifying investors and developers to install energy efficiency upgrades in New Orleans. This legislation nationally is also currently being referred to as the "Property Assessed Clean Energy" (PACE) Initiative. The City is requesting \$50,000 of its allotted share to conduct market analysis for how this program can be administered locally. A market analysis will be conducted to determine how this initiative will impact the energy efficiency market. Reservations have arisen concerning the City's capacity to implement this program, however there is a state wide initiative forming that would assist the City with this program. Local market realities such as the City's Homestead exemption laws and the current deficit will need to be analyzed to better understand the potential impact on this initiative. In order to address the City's concerns, a third party entity will evaluate these issues. Once the market's demand is determined, the City will work in coordination with the State to see to it that this program is a success.

If these three initiatives are funded, the City of New Orleans will achieve a 20 to 30% market impact with all of its energy efficiency initiatives. The City is poised to achieve a large impact with its current initiatives, but issues such as upfront costs and consumer confidence continue to hinder our development. By gaining funding from this grant, the City will be able to broaden the reach of its' current energy efficiency efforts and develop a market that can cater to both high and low income rate payers. We submit this letter and respectfully request further funding from the EECBG program of the Department of Energy.

Sincere Regards,

Clarence Ray Nagin

Mayor

City of New Orleans



GOVERNMENT OF THE VIRGIN ISLANDS OF THE UNITED STATES

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VIRGIN ISLANDS ENERGY OFFICE

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Office of the Director

December 8, 2009

Ben Taube
Executive Director
Southeast Energy Efficiency Alliance
P.O. Box 13909
Atlanta, GA 30324

Dear Mr. Taube:

The Virgin Islands Energy Office, a Division under the Office of the Governor, supports the innovative proposal submitted by the Southeast Energy Efficiency Alliance in response to the DOE Competitive Energy Efficiency Community Block Grant Retrofit Ramp-Up Solicitation, Part 1, and seeks to join as a participating community. Specifically, we seek \$2 million to move more expeditiously, effectively, and expansively to implement our Energy Alliance program in the small and large commercial sectors, small and large residential sectors, and among government and institutional buildings. We would utilize our share of the award if successful, to accelerate our small business efficiency service program, our energy performance contracting program for government effort, and our work to bring more immediate relief to our 1-4 family residential sector. As an island community almost totally dependent upon Venezuelan oil that equates to approximately 31 cents/Kwh for our electricity, we are in an urgent need to install energy efficiency equipment and renewable technologies in our buildings.

We have already planned to implement an energy alliance modeled closely after Cambridge, MA and Charlottesville, VA the Southeast Energy Efficiency Alliance 's first energy alliance; we have committed \$8 M of our existing SEP formula funds to that alliance; and in November, we hired a consulting team to put together the program and assist early implementation of it across St. Croix, St. Thomas, and St. John. Additionally, we have already had preliminary meetings with the Water and Power Authority (WAPA) to join us in transforming our community to be energy and water efficient, create local jobs, and implement renewable technologies. However, we are need of additional assistance to move more quickly, especially in getting started with serving our small business community with air conditioning, lighting, refrigeration and solar water heating improvements; and our government buildings, with these measures and more.

We described below specifically how we plan to utilize the Retrofit Ramp-up dollars as leveraging supplements to the ARRA funding and customer cost-share we already anticipate to launch our Energy Alliance Program. With your funding, we can serve 3,482 customers, saving 5.4M kwh, and create 73 jobs in the next three years.

The Virgin Islands Energy Alliance Program Plan

Here is what we can accomplish with \$2 M in Retrofit Ramp-Up funds and \$8 M of existing ARRA funds devoted to the Virgin Islands Energy Alliance. Within three years, the VIEA will perform the following functions on a self-supporting basis:

- Identification, quantification, and characterization of all market sectors (single and multi-family residential, institutional, government, commercial and industrial) and their energy and water usage and opportunities for efficiencies
- Definition of comprehensive technologies applicable to the range of facilities in each market sector, including energy and water efficiencies, renewable sources, cogeneration and district CHP, and demand-profile shaping to availability/cost of energy
- Identification of all available subsidies, grants, contracts, and other funding sources applicable to these opportunities, and continuous advocacy and qualification for their receipt
- A marketing "Campaign," in cooperation with WAPA and existing programs, that will reach at least 33% participation in all market sectors with energy and water savings over five to seven years
- Energy and water audits and feasibility studies to identify comprehensive facility improvements that reduce utility expense and pay for themselves out of savings
- Design of the improvements with customer approval
- Procurement and installation of new equipment and retrofit of existing systems to implement the improvements
- Testing and commissioning
- Measurement, verification, and documentation of savings
- Operation and maintenance where required, including extended warranties, re-commissioning, and service contracts
- Management of revenue sources for long-term support of all VIEA functions, including participation in energy and demand markets and trading of energy-attribute commodities
- Publicity, public education, and publication of VIEA designs, participation, and results
- Financing and assurance that savings will exceed debt service, such that the improvements are free of cost to the customer
- Quality control using an Independent Engineer
- Collaboration with WAPA and appropriate regulatory and executive authorities, including cooperative arrangements of least-cost procurement programs

VIEA will contract out functions such as detailed design, installation, metering, etc. to experienced general and MEP contractors who employ USVI residents.

Program Design

In order to meet the Governor's goal of developing a comprehensive Energy Demand Reduction Program for the entire USVI Territory, this proposal envisions a three-stage process. The first two of these stages will be completed by next April, and is reflected in the costing budget which accompanies this proposal. Below the three phases are briefly described.

Stage 1 Program Planning:

We have already contracted with Bostonia and Clean Energy Solutions to work with GVI, WAPA, and other community organizations to design an energy & water efficiency program that can be funded without USVI taxpayer support. We will adapt the program design innovated in Cambridge, MA and Charlottesville, VA to the USVI's demographics, its utility usage and cost circumstances, its existing energy and contractor infrastructure, its government structure, its unique culture and its prevailing and proposed WAPA and government energy efficiency and renewable technologies incentives. Key stakeholders are now being engaged to seek their feedback and advice. This stage will culminate in a program design by next April, complete with financing mechanisms, a host operating agency, energy milestones, revenue and cost projections, and commitments from WAPA and others to accommodate the program design.

Stage 2 Program Platform Creation:

During this stage Bostonia and CESI will put in place a program platform that can succeed in organizing the elements necessary for the local energy campaign. These elements include:

- Setting manageable, realistic, but aggressive goals to reduce electricity and water, peak capacity, and the carbon footprint, to create jobs and inspire local economic development;
- Creating or identifying a nonprofit or government entity respected in the community and capable of managing the effort;
- Designing a marketing strategy to attract substantial customer participation in all sectors (residential, commercial, industrial, governmental, and institutional);
- Establishing a services delivery infrastructure (including competitive selection of energy services companies and/or other contractors) that can provide one-stop services;
- Developing a quality control and program evaluation and documentation capability including competitive selection of an Independent Engineer;
- setting up a financing program featuring competitive selection of banks or other financial organizations to serve the various sizes and credits represented in each end use sector; and,
- Establishing a workforce development strategy.

Finally during this stage we will raise mezzanine financing (equity or debt) to support the formal launch and sustenance of the program. The funds raised through the mezzanine financing will be used to provide working capital to the VIEA.

Stage 3. Program Implementation and Management:

The provision of management services to implement the program.

Support and Assistance to All Customer Rate Classes

Program support and assistance and the resulting Program benefits will be provided to all electricity customers of the Virgin Islands Water and Power Authority.

The Program Design and Delivery will segment these customers into a number of major sectors, including larger commercial and industrial, small commercial, residential, and government and institutional, to reflect the different market opportunities and constraints of each sector. Some of these sectors may be further sub-divided to reflect energy end uses and technology upgrades that are applicable in particular “businesses” (e.g. resorts and hospitality, where there is considerable water heating, air conditioning, and refrigeration). In general, energy use is decentralized, with many smaller customers and consumers, rather than a core of energy intensive companies or institutions.

The VIEA will stress education and information shared across all sectors to ensure that demand reducing behavior changes are encouraged and that best practices, implemented initially by early adopters, are highlighted for other customers that can benefit from them.

We will identify appropriate market channels that can be used to reach out to and engage customers, including church affiliations, trade associations, chambers of commerce, etc. Likewise, school children will be involved in the program to encourage their families' participation.

We will have the following general elements of programs for each of these sectors.

Larger Commercial and Industrial, including government and institutional:

This sector includes the resort and hospitality sector, gambling and recreation, public buildings, schools, healthcare, and manufacturing. It will also include the largest retail establishments and commercial office space.

Performance contracting will be a major mechanism for realizing savings in this sector, with energy services companies (ESCOs) contracting with large energy users to replace older inefficient equipment with modern systems and using savings to pay for capital investments. The relatively small size of many end users, even in this larger building sector, would recommend that individual properties would be aggregated and packaged together to make them more attractive to ESCOs. We will use ARRA and RRU funds to write down the interest rates to zero percent for participating buildings, and/or offer cash equivalent subsidies. For a territory with no experience in its public buildings with performance contracting, these incentives will accelerate the process and increase the project sizes that can be supported.

ESCOs would be asked to make every effort to employ local firms to provide engineering support, products, and construction, and operations and maintenance services for projects, to create additional economic benefits for the Territory. End uses to be addressed will include process energy for manufacturing (including water heating and chilled water), motor applications, lighting, and air conditioning as applicable. Approaches will include, but not be limited to, heat recovery, equipment replacement and system reengineering, lighting retrofits and redesign.

Smaller Commercial Facilities:

The majority of Territory businesses are smaller retail and service businesses, which of which have significant opportunities for equipment upgrades and replacement, focusing on lighting, air

conditioning, refrigeration and hot water systems. Specific end uses and technologies to be targeted are described below.

Small commercial projects will require an investment that will range between \$25K and \$100K and require a longer term to recover the investment and interest through savings. We will utilize ARRA and RRU funds to fashion broadened cash rebate program for these smaller commercial customers to make these investments more attractive. The program will be based upon underwriting a percentage of the initial investment, 20% to 30%, which is similar to many mainland programs now in effect. Over the next two years, ARRA funds will be displaced by WAPA rebates calculated upon the actual KW reductions and will be calibrated to the estimated useful life for each specific measure. Using this method, rebates paid will be higher for efficiency measures that have a longer economic life and a greater life cycle benefit.

VIEA will make use of this rebate program as opportunities are identified for specific retrofits and improvements for individual businesses. Customers would be directed to secure available rebates for each specific type of ECM to be installed. Again, local suppliers will be engaged in service provision wherever possible.

Residential:

Implementing a program to reduce residential energy use is always challenging because it requires the motivation of the largest numbers of decision makers. Fortunately for VIEA, the Territory's utility costs already create significant motivation for change. Success will require education and acceptance of alternative technology, coupled with financing strategies to counter the barriers created by first costs. Measures will feature replacing lighting, fans, hot water heaters, refrigerators and freezers with more efficient equipment. Where air conditioning exists, more efficient equipment can also be substituted. Just as importantly, water must be addressed with low flow toilets, faucet aerators, low-flow showerheads, and improvements to irrigation systems. Reinstating non-functioning cisterns will also be addressed. Solar hot waters, whenever cost-effective and storm-appropriate, are cost-effective substitutes for electric systems. Radiant barriers for roofs with air conditioning systems will be cost-effective in most locations.

While research and piloting will be needed to determine if the following delivery mechanism is compatible with the overall social attitude of the Territory, a residential sector model that has had great success on the mainland uses residential-specialized energy service providers to provide in-home site visits, sometimes door-to door, where low cost and no cost measures are installed. At the same time, work orders can be written for more costly and complex measures.

Energy Service Delivery:

The VIEA will select, by competitive procurement, 1-3 energy service companies (ESCOs) for each market sector - small and large residential, small and large commercial/industrial - based on their proven success, resources available locally, and standard offers (including fees) to customers. These ESCOs and their subcontractors will find the best opportunities for energy and water savings, design the improvements to customer facilities, procure and install the new/improved systems and equipment, establish with the customer how savings will be measured, and offer extended warranties or O&M contracts. In addition, the VIEA will engage an Independent Engineer to oversee designs, participate in commissioning, verify savings measurements, and maintain quality assurance.

The ESCOs will install improvements that are state-of-the-art but proven in equivalent applications. The technologies fall into four general classes:

1. efficiency improvements and conservation of energy and water consumption
2. local (distributed) generation, especially where waste heat can be used (cogeneration or combined hot water, cooling, and power plants)
3. where customers are willing to pay the premium, or where government/utility programs provide sufficient incentives, Renewable-Energy generation including solar, wind, geothermal, waste conversion, and other sources
4. “demand-response” controls to allow the customer to shape its load profile to real-time pricing of electricity, in response to price signals from suppliers and regional transmission operators.

VIEA will design, install, finance, and maintain a comprehensive range of energy- and water-saving improvements to the properties of their customers. Each of these retrofits—every intervention in consumer properties—must: (1) produce savings of energy, water, and maintenance costs great enough to pay for themselves out of reduced costs; (2) have their savings readily measurable and verifiable by an independent auditor; (3) increase comfort, reliability, health and safety, and the value of the property; (4) be operable and maintainable in a tropical environment over the whole life of the improvement, at a cost to be included in the calculation of payback; and (5) be 100% financeable by VIEA.

Demand reductions will be as important as efficiency increases in cutting WAPA's capacity needs and use of less-efficient peaking units. Thus VIEA will combine peak-demand reductions with energy and water conservation.

In the residential sector, where savings will actually be purchased from consumers by VIEA, the VIEA/WAPA team will collaborate in public education, distribution of informative/marketing materials, co-branding, certification of contractors, and inspections of work on a sampling basis. The team will provide a list of available home improvements that maximize savings, and ensure the items are locally available at reasonable prices. ARRA funds, including RRU, would be used to incentivize customer acceptance of those measures. WAPA purchase of demand savings, supplemented by an on-bill financing program, will enable the 5:1 leveraging sought by DOE.

Examples include:

- Solar water heating ¹
- Propane substitution for electric cooking and water heating
- Switches, timers, occupancy sensors, and behavioral changes to reduce demand and consumption of lighting, refrigeration, cooking, freezers, hot-water heating, fans, air conditioners, washers and driers, TV and other appliances
- LED, CFL, and electronic-ballasted fluorescent fixtures
- Maintenance practices such as filter replacement, sealing leaks, shading, etc.
- Water-use efficiencies including recirculation of waste water, low-flow showers and toilets, faucet aerators, sub-metering, and irrigation measures.
- Domestic-scale renewables including PV, solar domestic hot water, and architectural wind

¹ Water heating can be as high as 30% of the average consumer's electric bill of \$150 per month

In addition, VIEA will sponsor innovative programs such as

- Community freezers to replace inefficient home units
- Purchase of inefficient air conditioners and refrigerators, sale of fans (allowing the consumer to decide among new efficient models or using less air conditioning/refrigeration)
- Energy storage systems to move demand off-peak
- Implanted radio-dispatchable switches to cycle loads like A/C, refrigerators, and hot-water heaters
- Establishing and training retail outlets for high-efficiency lighting, appliances, and other materials

Please do not hesitate to contact me at (340) 713-2426 or bsmith@vienergy.org if there are further question in this regard.

Sincerely,

Bevan R. Smith Jr.
Director

Tier 2 Cities



CHARLOTTE

December 10, 2009

Mr. Ben Taube
Southeast Energy Efficiency Alliance
Post Office Box 13909
Atlanta, Georgia 30324

Dear Mr. Taube:

It is my pleasure to submit this letter of commitment in support of the Southeast Energy Efficiency Alliance's retrofit ramp-up application to the U.S. Department of Energy (DOE). The City of Charlotte (City) supports the regional approach of this effort, which will bring together a regional market strategy for local governments to effectively deliver energy efficiency deployment.

Having just recently submitted our Energy Efficiency and Conservation Strategy (EECS) to DOE on December 3, 2009, Charlotte intends to participate in this effort as a Tier II city. This approach will allow Charlotte to successfully develop and begin to implement three community-based energy efficiency programs contained in our EECS: 1) the Commercial Retrofit Program (EECBG amount of \$1.2 million); 2) the Residential Energy Efficiency Improvement Program (EECBG amount of \$600,000); and 3) the Neighborhood Energy Challenge (EECBG amount of \$650,000). It is these three programs that would form the basis of Charlotte's retrofit ramp-up program. Having the extra time to develop and implement these programs will allow Charlotte to fully take advantage of additional retrofit ramp-up funds and technical expertise if they become available.

Commercial Retrofit Program

The intent of the Commercial Retrofit Program is to assist commercial building and apartment complex owners with assessing and implementing energy retrofit projects. Focused on the City's business corridor revitalization geography, the commercial building component will incentivize the renovation of older commercial structures and the location of new businesses and jobs in the City's priority corridors and business areas. The apartment component, also focused on the City's business corridor revitalization geography, will promote the reinvestment and revitalization of older and distressed rental apartment complexes.

Residential Energy Efficiency Improvement Program

Under the second program, the City's goal is to reduce energy consumption, reduce energy costs, and provide healthy indoor air quality in homes where the residents cannot afford to perform these tasks on their own. This program will complement the City's existing housing

Mr. Taube
Page Two

rehabilitation programs by providing energy efficiency and weatherization improvements and targets homeowners who apply to the City for housing rehabilitation assistance.

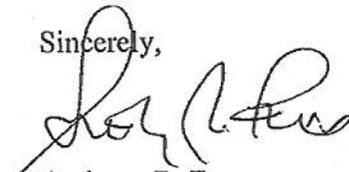
Neighborhood Energy Challenge

Building on recent studies that indicate that neighborhood programs are one of the most effective ways to overcome the barriers of voluntary participation in energy efficiency improvements, the Neighborhood Energy Challenge will encourage neighborhood-level involvement in planning and implementing energy solutions. Any neighborhood in Charlotte can apply for the Neighborhood Energy Challenge; five neighborhoods will be selected based on factors such as community participation, plan impacts, and geographic diversity. Selected neighborhoods will be eligible to receive grants to implement their energy action plan, which could include home energy audits, energy improvements, recycling participation programs, and transit ridership access and participation initiatives.

These community programs will be overseen by Charlotte's Neighborhood Business Services department and will involve the efforts of our Energy Partners, which helped the City develop its BECS and will be integral in its implementation: Duke Energy; Piedmont Natural Gas (PNG); UNC-Charlotte; Central Piedmont Community College; Bank of America; Wells Fargo; Mecklenburg County; and Charlotte Center City Partners. In particular, the City will leverage the energy and technical expertise of these entities as well as potential financial resources. For example, the City intends to take advantage of energy audit and retrofit programs currently deployed by Duke Energy and PNG. In addition, the City is working closely with Duke Energy and Bank of America to explore the establishment of an energy efficiency loan program using on-bill financing to recover the loans. Also available to the City to finance energy efficient retrofit programs is recently passed state legislation that will allow Charlotte to explore alternative financing mechanisms as well as revolving loan funds. Charlotte, with the assistance of UNC Chapel Hill's School of Government, has been exploring the possibilities presented by this new legislation.

With the additional resources that may be available to Charlotte through the Southeastern Energy Efficiency Alliance's regional collaboration and the retrofit ramp-up program, Charlotte believes that it can take its three community programs to the next level and become one of the leading energy efficient communities in the Southeast. We look forward to the partnerships and opportunities that this program affords its participants.

Sincerely,



Anthony R. Foxx
Mayor

cc: City Council
Curt Walton, City Manager

METROPOLITAN GOVERNMENT OF NASHVILLE AND DAVIDSON COUNTY



KARL F. DEAN
MAYOR

OFFICE OF THE MAYOR
METROPOLITAN COURTHOUSE
NASHVILLE, TENNESSEE 37201
PHONE: (615) 862-6000
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December 7, 2009

Southeast Energy Efficiency Alliance
c/o Mr. Ben Taube, Executive Director
P.O. Box 13909
Atlanta, GA 30324

Re: Application to the DOE for EECBG Funds (DE-FOA-0000148)

Dear Mr. Taube:

If the SEEA application is funded, the Metropolitan Government of Nashville and Davidson County would very much consider participating as a phase II city. Great things are happening in Nashville since Mayor Dean launched the Green Ribbon Committee, from green building achievements to new Bus Rapid Transit and more. We are excited about the potential opportunity to further the greening of our city and support and see the great value of the regional approach to energy conservation.

As you know, in June of 2008, Nashville Mayor Karl Dean signed an executive order creating the Green Ribbon Committee on Environmental Sustainability. This committee, made up of a diverse group of 27 of Nashville's leaders and co-chaired by Dr. Randy Lowry, President of Lipscomb University and John Ingram, Chairman of Ingram Industries, was charged with making recommendations to the Mayor on ways Nashville could become the greenest city in the southeast. The Green Ribbon Committee released their report of 16 Goals and 71 Recommendation this past summer. Two of the goals in the report were to "Reduce our Energy use 5% by 2012 and 20% by 2020" and to "Reduce the Environmental Impacts of Buildings through Green Building Practices."

Nashville government is showing its commitment to greening our buildings and reducing our energy use by planning to use a portion of the American Recovery and Reinvestment Act, Energy Efficiency and Conservation Block Grant (EECBG) towards retrofitting community buildings. Other planned areas that EECBG funds will be used for are: training and education programs, recycling, bikeways, and creating an office for environmental sustainability.

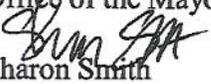
The Greenhouse Gas Inventory of the Nashville and Davidson County community released this past winter showed that Metropolitan Government operations account for approximately 5% of the total emissions. This underlines the importance of engaging our community at large towards conservation. With this in mind, Nashville would appreciate the opportunity to have an innovative residential retrofit program to help our residents in greening their homes. There is already much interest within the community as can be seen by Councilwoman Kristine LaLonde who, in support of the Mayor's Green Ribbon Committee report, started Go Green District 18, a challenge for homeowners and businesses in her district to reduce their energy use by signing up for in-home energy evaluations. Additionally, this past July, Metropolitan Council by overwhelming majority passed RESOLUTION NO. RS2009-866 in support of a Green Jobs training program. These examples are intended to highlight broad scale community engagement and support that Nashville is developing; a comprehensive platform from which to ensure environmental stewardship as well as leadership.

Good luck with the application and we look forward to future discussions on Phase II. Please feel free to contact Sharon directly with any further questions.

Sincerely,



Jenna Smith
Environmental Sustainability Manager
Office of the Mayor



Sharon Smith
Environmental Specialist
Metropolitan Government Of Nashville and Davidson County

To: Ben Taube, SEEA

From: Mike Gannon, County Mayor – Cannon County; Harold Patrick, Mayor – Woodbury

Re: Competitive Energy Efficiency Block Grant Partners

Date: December 10, 2009

Launching a Community Energy Alliance in a low income rural community

Cannon County is located due east of Rutherford County, the fastest growing county in Tennessee and one of the fastest growing counties in the country. Our location on the edge of that massive growth puts us in a defensive position: we believe it is necessary for us to maintain our rural culture and the accompanying open space and healthy water supply that runs from our County into Rutherford County ultimately emptying into Percy Priest Reservoir.

We believe the healthy food and water supply originating in Cannon County supports the economic engine of Rutherford County. We are effectively a park and farm on Rutherford's east flank.

As a lower income rural community with older public infrastructure and housing stock, our citizens spend a higher percentage of their income on utility costs. Funds have not been readily available for homeowners to make capital investment upgrades that would lower their home's monthly operating costs. A mindset shift resulting from education around energy efficiency, climate change issues and capital investment versus consumed dollars will be necessary and possible as the community comes together to create an Energy Alliance.

Local infrastructure must be assessed for efficiency. Energy dollars spent processing potable water that is then lost in delivery is a waste of water, energy, and cash. Energy dollars spent hauling more trash every year benefits no one. Energy dollars spent processing increasing amounts of sewage must be contained.

The local community which is more accurately described as a collection of sub-communities is organized around family structures and geographical constraints. Our county is rolling hill forest with headspring streams on the north; flatland farms occupy the southern half of Cannon County. Historically, families formed communities where they farmed. Coming to "town" was a big event.

A unifying force in this county is the centralizing effect of church going. We have both small country churches and a few large city churches. There information is effectively disseminated; community energy alliances must be built where people gather and around those people most respected.

The school system comprises 6 elementary schools and 1 high school. The school structure bridges the church communities binding the city and county together.

The internet has become an information leveling factor. That technology allows this relatively small and geographically dispersed population to share ideas and event details efficiently. We are aware of the technology gap between generations. The youngest people in our community have the greatest access to and make the greatest use of the internet. They have access to ideas being considered around the state and country. Despite having sent it sons to the military and war over the last 100 years, this youngest generation is the first to be children of the planet. They have an electronic viewing window to the world beyond our hills. They are prepared to participate in the greening of this community.

Local resources in support of an Energy Alliance

Both the City of Woodbury and Cannon County are submitting EECBG applications to TN Dept of Economic Community Development. We will leverage those funds with other federal grants and private investment dollars to accomplish our mission.

Possibly because of our rural location, there are already an unexpected number of solar powered homes. That is an educational resource and data collection source available to our local utility, our school system, and area residents. Titan Specialized Services, Inc.'s The Solar Wind Store is currently building a 30,000 square foot facility in Cannon County to supply renewable energy systems.

Middle Tennessee Electric Membership Corporation (MTEMC) working with Tennessee Valley Authority (TVA) has a variety of programs to support and fund energy efficiency efforts in our community.

- offers new construction home design review before construction begins
- offers cash incentives for installation of efficient HVAC and water heaters
- offers on-bill financing for new high efficiency HVAC
- on-line home energy evaluations provide suggestions for lower energy consumption
- 1 staff member is dedicated to Cannon County to provide in person energy efficiency advice
- in partnership with TVA, in-home energy evaluations are available with possible cash incentives for making energy efficient improvements
- provides commercial efficiency advice and incentives
- Green Power Switch allows consumers to buy electricity produced through renewable sources. Customers who purchase such an option are those most likely to make conscientious use of energy at home.
- Generation Partners program provides incentives for the installation of solar and wind energy generating facilities. Customers sell the electricity they produce to TVA. The third residential customer to sign on to GP is located in Cannon County.

Our community is served by 3 banks. One is publicly traded while the other 2 are privately held. All three have multiple locations in the region. Creating lending programs that support energy efficiency projects impacts the local economy, yet also influences the activities across the banks' broader service areas.

Local community groups are a significant organizing force in Cannon County. Information discussed and disseminated there encourages participation. The broad community starting with a majority of high school students and including local leadership have recently signed on to coordinate a Greenway Project along the river that flows through our county. The recently demonstrated ability to gather the community on a mission is an indication of our willingness to plan for the longer term.

An Energy Alliance in our community will necessitate a holistic approach in the review of our public and privately owned properties. We will focus our community leaders on this work. Being a small, close knit community enables good communication and coordinated decision making.



Mike Gannon, Cannon County Mayor



Harold Patrick, Woodbury Mayor



1.866.900.SEEA
P.O. Box 13909
Atlanta, GA 30324
www.seea.us
info@seea.us

November 19, 2009

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

Re: Letter of Intent for Application per the Retrofit Ramp-up and General Innovation Fund Programs Funding Opportunity Announcement Number-DE-FOA-0000148

Dear Secretary Chu,

The Southeast Energy Efficiency Alliance (SEEA) as the authorized entity by the following local governments will be seeking \$75 Million in funding for Topic 1 of the FOA listed above. The Southeast Regional Application will include participation by the following cities/counties to date:

- Atlanta, GA
- Albemarle County, VA
- Charlottesville, VA
- Charleston, SC
- Charlotte, NC
- Celebration Community Development District, FL
- Decatur, GA
- Huntsville, AL
- Hampton Roads Planning Commission, VA (16 local governments)
- Jacksonville, FL
- Miami-Dade County, FL
- Nashville, TN
- New Orleans, LA

The Southeast Energy Efficiency Alliance proposal will bring together a regional market strategy for local governments to effectively deliver energy efficiency deployment. Building upon a successful local government competition ending in May 2009, SEEA has created a multi-collaborative approach for cities and counties to leverage resources as well as strategic

partnerships. Enclosed to this letter you will find many of the supporting letters from our partner local governments.

Sincerely,

A handwritten signature in dark ink, appearing to read "Ben Taube". The signature is written in a cursive style with a long horizontal line extending to the right.

Ben Taube
Executive Director

cc: Mayor Shirley Franklin, Atlanta, GA
Board of Supervisors Chairman, David Slutzky, Albemarle County, VA
Mayor David Norris, Charlottesville, VA
Mayor Joseph Riley, Jr., Charleston, SC
Mayor Pat McCrory, Charlotte, NC
Mr. Shailesh Adhav, Celebration, FL
Mayor Bill Floyd, Decatur, GA
Mayor Tommy Battle, Huntsville, AL
Council Randall Gilliland, Hampton Roads Planning Commission, VA
Mayor John Peyton, Jacksonville, FL
Mayor Carlos Alvarez, Miami-Dade, FL
Mayor Karl Dean, Nashville, TN
Mayor Ray Nagin, New Orleans, LA



COUNTY OF ALBEMARLE

Office of County Executive
401 McIntire Road
Charlottesville, Virginia 22902-4596
(434) 296-5841 FAX (434) 296-5800

November 5, 2009

Southeast Energy Efficiency Alliance
c/o Mr. Ben Taube, Executive Director
P.O. Box 13909
Atlanta, Georgia 30324

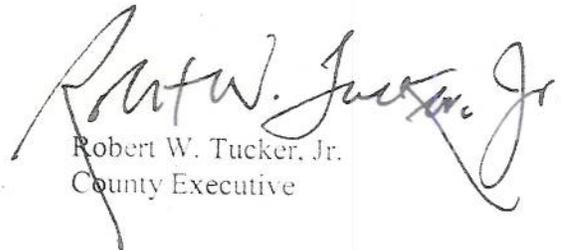
**RE: Letter of Intent for Application to the DOE for EECBG Funds
(DE-FOA-0000148)**

Dear Mr. Taube:

It is Albemarle County's pleasure to submit this letter of intent to the Southeast Energy Efficiency Alliance (SEEA) in support of the Local Energy Alliance Program's (LEAP) participation in a Southeast Regional application to DOE for the competitive EECBG funds. We support the regional approach and see value in the leveraging of peer cities through strategic planning and deployment of energy efficiency. This regional application will seek the maximum award of \$75 million.

We see this as a unique opportunity to progress energy efficiency in an area of the country where it is needed. Please feel free to contact me with any questions.

Sincerely,



Robert W. Tucker, Jr.
County Executive

RWT,Jr/dbm
09.031

pc: Ms. Sarah E. Temple, Environmental Compliance Manager



City of Charleston

Joseph P. Riley, Jr.

Mayor

November 12, 2009

SouthEast Energy Efficiency Alliance
c/o Mr. Ben Taube, Executive Director
P.O. Box 13909
Atlanta, GA 30324

Re: Letter of Intent for Application to the DOE for EECBG Funds (DE-FOA-0000148)

Dear Mr. Taube:

It is our pleasure to submit this letter of intent to the Southeast Energy Efficiency Alliance (SEEA) in support of City of Charleston participation in a Southeast Regional application to the Department of Energy (DOE) for the competitive Energy Efficiency and Conservation Block Grant (EECBG) funds. We support the regional approach and see value in the leveraging of peer cities through strategic planning and deployment of energy efficiency. We also give SEEA the authority to submit the regional application which will include City of Charleston as a partner. This regional application will seek the maximum award of \$75 million.

The City of Charleston has long been working towards an energy efficient future. The overwhelming success of an energy performance contract with Johnson Controls, the outstanding work of the Charleston Green Committee and their completion of a draft Climate Action Plan known locally as the Charleston Green Plan, the establishment of a Sustainability Director's position and Sustainability Division, and the active involvement from the highest levels across our local government are all testaments to the dedication of the City of Charleston to a more sustainable future. Our participation in the SEEA application is an important step in reaching our energy efficiency market transformation goals in the Low Country and throughout South Carolina.

Please feel free to contact me with any questions. We see this as a unique opportunity to rapidly advance energy efficiency in an area of the country where it is needed.

Most sincerely yours,

Joseph P. Riley, Jr.

Joseph P. Riley, Jr.

Mayor, City of Charleston

JPR,jr/cb



P.O. Box 652, Charleston, South Carolina 29402

843-577-6370 Fax 843-726-3827



OFFICE OF THE MAYOR

JOHN PEYTON
MAYOR

ST. JAMES BUILDING
117 WEST DUVAL STREET
SUITE 400
JACKSONVILLE, FLORIDA 32202

November 16, 2009

Southeast Energy Efficiency Alliance
C/o Mr. Ben Taube, Executive Director
P.O. Box 13909
Atlanta, GA 30324

Re: Letter of Intent for Application to the U.S. Department of Energy - EECBG Funds
(DE-FOA-0000148)

Dear Mr. Taube:

As mayor, it is my pleasure to submit this letter of intent to the Southeast Energy Efficiency Alliance (SEEA) in support of the City of Jacksonville's participation in a Southeast Regional application to the U.S. Department of Energy for the competitive EECBG funds. We support a regional approach and see value in the leveraging of peer cities through strategic planning and deployment of energy efficiency. The City of Jacksonville also gives SEEA the authority to submit the regional application which will include JEA as a partner. This regional application will seek the maximum award of \$75 million.

The City of Jacksonville sees this as a unique opportunity to progress energy efficiency in Northeast Florida, as well as other communities within the Southeast.

Sincerely,

A handwritten signature in black ink, appearing to read "John Peyton".

John Peyton
Mayor





City Manager's Office

509 North McDonough Street

P.O. Box 220

Decatur, Georgia 30031

404-370-4102 ■ Fax 678-553-6518

info@decaturga.com ■ www.decaturga.com

November 4, 2009

Southeast Energy Efficiency Alliance
c/o Mr. Ben Taube, Executive Director
P.O. Box 13909
Atlanta, GA 30324

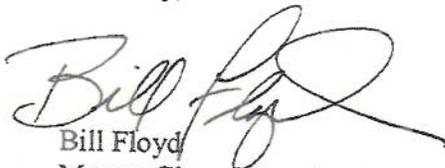
Re: Letter of Intent for Application to the DOE for EECBG Funds (DE-FOA-0000148)

Dear Mr. Taube:

It is our pleasure to submit this letter of intent to the Southeast Energy Efficiency Alliance (SEEA) in support of the City of Decatur's participation in a Southeast Regional application to DOE for the competitive EECBG funds. We support the regional approach and see value in the leveraging of peer cities through strategic planning and deployment of energy efficiency. We also give SEEA the authority to submit the regional application which will include my city as a partner. This regional application will seek the maximum award of \$75 million.

Please feel free to contact me with any questions. We see this as a unique opportunity to progress energy efficiency in an area of the country where it is needed.

Sincerely,


Bill Floyd
Mayor, City of Decatur

21 West Church Street
Jacksonville, Florida 32202-3139

November 16, 2009



Southeast Energy Efficiency Alliance
C/o Mr. Ben Taube, Executive Director
P.O. Box 13909
Atlanta, GA 30324

Re: Letter of Intent for Application to the U.S. Department of Energy - EECBG
Funds (DE-FOA-0000148)

Dear Mr. Taube:

It is my pleasure to submit this letter of intent to the Southeast Energy Efficiency Alliance (SEEA) in support of JEA's participation in a Southeast Regional application to the Department of Energy for the competitive EECBG funds. We support a regional approach and see value in the leveraging of peer cities through strategic planning and deployment of energy efficiency. JEA also gives SEEA the authority to submit the regional application which will include the City of Jacksonville as a partner. This regional application will seek the maximum award of \$75 million.

JEA sees this as a unique opportunity to progress energy efficiency in Northeast Florida, as well as other communities within the Southeast.

Sincerely,

A handwritten signature in blue ink, which appears to read 'JA Dickenson', is positioned above the typed name.

James A. Dickenson
Managing Director /CEO



CITY OF ATLANTA

SHIRLEY FRANKLIN
MAYOR

CITY HALL
55 TRINITY AVENUE, S.W.
ATLANTA, GEORGIA 30303-0300
TEL (404) 330-6809

GREGORY J. GIORNELLI
CHIEF OPERATING OFFICER

November 17, 2009

Southeast Energy Efficiency Alliance
C/o Mr. Ben Taube, Executive Director
P.O. Box 13909
Atlanta, GA 30324

Re: Letter of Intent for Application to the DOE for EECBG Funds (DE-FOA-0000148)

Dear Mr. Taube:

It is our pleasure to submit this letter of intent to the Southeast Energy Efficiency Alliance (SEEA) in support of the City of Atlanta's participation in a Southeast Regional application to DOE for the competitive EECBG funds. We support the regional approach and see value in the leveraging of peer cities through strategic planning and deployment of energy efficiency. We also give SEEA the authority to submit the regional application which will include my city as a partner. This regional application will seek the maximum award of \$75 million.

Please feel free to contact me with any questions. We see this as a unique opportunity to progress energy efficiency in an area of the country where it is needed.

Sincerely,

A handwritten signature in black ink, appearing to read "Shirley Franklin".

Shirley Franklin

Celebration

Community Development District

610 Sycamore Street, Suite 140, Celebration, FL 34747
407-566-1935; FAX 407-566-4128

November 12, 2009

Southeast Energy Efficiency Alliance
c/o Mr. Ben Taube, Executive Director
PO Box 13909
Atlanta, GA 30324

**RE: Letter of Intent for Application to the DOE for EECBG Funds
(DE-FOA-0000148)**

Dear Mr. Taube:

It is our pleasure to submit this letter of intent to the Southeast Energy Efficiency Alliance (SEEA) in support of the Celebration Community Development District's participation in a Southeast Regional application to DOE for the competitive EECBG funds.

We support the regional approach and see value in the leveraging of peer cities through strategic planning and deployment of energy efficiency. We also give SEEA the authority to submit the regional application, which will include our Community Development District as a partner. This regional application will see the maximum award of \$75 million.

Please feel free to contact me with any questions. We see this as a unique opportunity to progress energy efficiency in an area of the country where it is needed.

Sincerely,


Cliff Akey
Chairman

cc: Board of Supervisors, Celebration CDD
Gary Moyer, District Manager
Jan Carpenter, Legal Counsel
Brian Smith, Field Manager

November 11, 2009

Southeast Energy Efficiency Alliance
c/o Mr. Ben Taube, Executive Director
P.O. Box 13909
Atlanta, GA 30324

Re: Letter of Intent for Application to the DOE for EECBG Funds (DE-FOA-0000148)

Dear Mr. Taube:

It is our pleasure to submit this letter of intent to the Southeast Energy Efficiency Alliance (SEEA) in support of Huntsville, Alabama participation in a Southeast Regional application to DOE for the competitive EECBG funds. We support the regional approach and see value in the leveraging of peer cities through strategic planning and deployment of energy efficiency. We also give SEEA the authority to submit the regional application which will include my city as a partner. This regional application will seek the maximum award of \$75 million.

Please feel free to contact me with any questions. We see this as a unique opportunity to progress energy efficiency in an area of the country where it is needed.

Sincerely,

A handwritten signature in cursive script that reads "Ruchi Singhal".

Ruchi Singhal
Energy Team Lead
Huntsville Mayor's Sustainability Council "Green 13"

DEBORAH A. DONOVAN

SYNERGISTIC ACTIVITIES

Large C&I Engagement Model

- Design, market, and implement energy efficiency and behavioral services for Large C&I program participants
- Ensure efficiency projects are performing as designed through monitoring and verification

Residential Outreach Model

- Design and implement outreach program for residential participants
- Create and deploy outreach strategies and materials

EXPERIENCE

CAMBRIDGE ENERGY ALLIANCE, CAMBRIDGE MASSACHUSETTS

Program Director, 2007 - present

Senior member of a large inter-disciplinary team developing and implementing an innovative community-based energy efficiency program from the organization's inception. Leads the organization's efforts crafting many aspects of the program's pioneering design and creating CEA's service delivery capabilities. Supports CEA's opportunities in the city's commercial building sector. Technical lead on the program's participation in market-based regulatory programs, including the Forward Capacity Market of ISO-New England and monitoring and verification requirements for efficiency project performance. Ensures coordination of team activities and collaboration with community stakeholders. Identifies and selects appropriate strategic partners through evaluating responses to proposal requests. Enhances program visibility through public education opportunities and media strategies. Primary contributor to design and deployment of outreach resources and strategies. Develops outreach content for web, print, and external communication channels. Oversees successful fundraising initiatives through grant writing to private and public sources, general grant administration, and foundation relations. Responsible for overall program administration, including office operations, accounting and financial reporting, recruiting, and contracting.

UNION OF CONCERNED SCIENTISTS, CAMBRIDGE, MASSACHUSETTS

Northeast Energy Project Manager, 2000 - 2005

Led UCS' clean energy advocacy efforts to achieve climate and economic development goals in Northeast. Applied expertise in renewable energy technologies, electric industry impacts and operations, and economic, regulatory, and legal frameworks to strategies promoting renewable energy, climate, and efficiency policies. Developed and advocated UCS' strategic positions on the Regional Greenhouse Gas Initiative (RGGI), on- and off-shore wind power project siting, renewable energy standards, efficiency and demand response policies, energy attribute tracking and trading, state climate action plans, and voluntary green choice options for consumers. Interacted with a wide variety of state and regional stakeholders including the public, media, advocate coalitions, industry, consumers, regulators, legislators, executive branches, and foundations. Produced reports, fact sheets, web materials, testimony, regulatory comments, presentations, membership action alerts, press releases, op-eds, letters to editors, and funding proposals.

Research Coordinator, 2000-2003

Managed Clean Energy Program's research staff and consultants. Established research priorities based on UCS's policy and strategic objectives. Responsible for project scheduling, budgeting, contract management, and coordination with lobbying, production, and media staff. Directed methodology development, modeling, analysis, and publication of technical studies of energy policy at national, regional, and state

regional, and state levels. Worked frequently with national and regional advocacy coalitions.

ABT ASSOCIATES INC., CAMBRIDGE, MASSACHUSETTS
Associate Economist, 1998-2000

Senior project manager in 80-person environmental consulting practice. Managed multi-disciplinary teams performing research, economic analyses, and public policy projects focused on EPA's climate change programs and regulatory development under the Clean Air Act and the Clean Water Act. Also managed client proposals, project budgeting and scheduling, business development, staff management, and recruiting.

NEW ENGLAND ELECTRIC SYSTEM, WESTBOROUGH, MASSACHUSETTS
Senior Environmental Analyst, 1992 - 1998

Senior staff member of corporate team that planned for and achieved compliance with environmental requirements applicable to organization's electric generating facilities and transportation equipment. Representing NEES during environmental regulatory proceedings at state, regional and national levels, covering policy areas such as industry restructuring, emission standards, emission trading, permitting, emission monitoring and reporting, and regional ozone transport. Managed multi-million dollar portfolio of SO₂ and NO_x allowances, NO_x emission reduction credits and CO₂ and NO_x offsets. Coordinated all areas of emission trading, including market analysis, regulatory requirements, pricing, sales, and contract negotiation. Assured corporate compliance with the federal Acid Rain Program through emission tracking, allowance management and compliance certification reporting.

PREVIOUS EXPERIENCE

The Cadmus Group, Associate, 1989 - 1992

- Managed program support and policy development projects for EPA's Office of Drinking Water.
- Developed alternative funding mechanisms for state drinking water programs.
- Assisted EPA regional legal counsel on Superfund case support, including development of a litigation risk model and financial settlement analysis.

Putnam Hayes and Bartlett, Research Associate, 1987 - 1989

- Participated in wide variety of consulting engagements involving economic and public policy analysis, business strategy, litigation support and preparation of expert testimony.
- Managed network resources at corporate headquarters during period of rapid expansion.

GCA/Technology Division, Economist/Analyst, 1984 - 1986

- Conducted responsible party investigations and developed computer databases and programs for summarizing waste-in data at Superfund sites.

EDUCATION

J. F. KENNEDY SCHOOL OF GOVERNMENT, HARVARD UNIVERSITY
Master of Public Policy, 1992
Concentration: Environmental and Energy Policy

UNIVERSITY OF MASSACHUSETTS, AMHERST
Bachelor of Science, Natural Resource Economics, 1983

Concentration: Environmental Economics, Cum laude



Allan M. Stoddard Jr.

904 High Gate Mews, Virginia Beach, VA 23452
Phone: 757-618-9075 ■ Email: astoddard@senconmail.com

PROFESSIONAL EMPLOYMENT:

ASIS Conservation Services, LLC (DBA: SENCON) – Virginia Beach, Virginia July 2009 – Present

Operations Manager

- Currently manages a team of four (4) Energy Auditors/Raters
- Coordinates and Schedules the day-to-day operations of each individual auditor
- Coordinates pricing and technical performance of division programs
- Aides in the negotiation of contracts and prepares proposals, plans and specifications
- Assists in the expansion of SENCON services lines
- Develops solutions to division problems/obstacles
- Ensures projects are completed on time and within budget
- Oversees and approves the ordering and purchasing of equipment/tools necessary to perform Energy Audits
- Oversees the inventory of all equipment and vehicles
- Communicate with a diverse customer base – resolve client concerns and issues if necessary
- Develops new business contacts, teaming partnerships as well as client base
- Maintains
- Oversees and assists with curriculum development for courses and various other training modules
- Oversees and maintains accurate records of work performed and materials used on the job by each team member
- Attends conference and participates in various industry related associations
- Approves employees daily time, and personal time off

Splash Car Wash Stamford, Connecticut

February 2002 – July 2009

Splash Human Resources (HR) Director:

- Familiar with and performed at all levels of management in the *Splash* organization
- Filled in for District and Site Managers as required
- Mastery of management processes demonstrated both at *Splash* and in previous positions allowed effective functionality at all levels of management
- Directly responsible for the organizational effectiveness and productivity/profitability of the overall *Splash* operation.
- Responsible for the hiring and initial training of all key contact personal to including: Site Managers, Sales, Cashiers, Supervisors, Lube Managers, and Detail Managers.
- Day -to-day functions involved scheduling multiple groups of people for multiple operations and balancing personnel resources across more than 25 *Splash Car Wash* sites
- Effectively worked with both senior managers, bi-lingual employees and customers often found at *Splash* sites.
- Evaluated site performance and the quality of Site services including: Customer Satisfaction Rating (CSR), direct corrective action where needed, and imparting a "sense of urgency" to managers when required.
- Familiar with OSHA practices after work-site accidents (one fatal) and understand the required OSHA procedures as well as the legal implications.



Director of Operations: Splash University

- Responsible for creating and maintaining training modules.
- Continually monitor site operations, observing problem areas that can be corrected by procedural modifications and implement training to correct issues.
- Analyze established procedures for areas in order to be made more effective/efficient and constantly looked for ways to improve *Splash* sales.
- Provided Sales Training, problem trouble shooting and created action plans and implement training to correct issues.
- Monitored and maintained the *Splash* Sales Force.
- Provided in-depth training on car wash operations.

CarRobics Auto Wash, Hampton Roads, Virginia

March 1994 – February 2002

General Manager (GM) of two locations.

- Responsible for start up of a new 'Express Wash' Concept implemented by *CarRobics*.
- Supervised initial construction of the Express Wash site including the installation of carwash equipment and developed/hired the initial work force.
- Responsible for day-to-day site management including hiring, firing, and training of more than 40 employees.
- Responsible for quality control of *CarRobics* services at both locations.
- Assisted *Power Inc. / Carwash Institute* as an instructor
- Assisted in the development of *Power Inc. / Carwash Institute's* Carwash Management Certification Program for car washes Nation-wide.

84 Lumber Company

September 1989 – March 1994

Manager Trainee (September 1989 – June 1990)

- Yard generated more than 3 million dollars in annual sales.
- Responsible for Blue Print Take offs and estimates, inventory receiving and stocking, and building customer delivery loads in addition to contractor and general commercial sales.

Co-Manager (June 1990 – September 1990)

- Yard generated more than \$4 million dollars in annual sales.
- Responsibilities included the same as Manager Trainee in addition to: ordering, training and management of 6 – 8 Manager Trainees as well as opening and closing of the lumber yard.
- Became familiar with overall business management processes including minimizing expenses and maximizing business profitability.
- Learned how to effectively deal with contractors, understanding their problems and offer solutions due to frequent interface with the building trade.

Co-Manager, then Manager (September 1990 – March 1994)

- Yard generated more than \$9 million annual sales (Busiest *84 Lumber* Yard in the Mid Atlantic Region.)
- Duties included the same listed above.

EDUCATION

- Dale Carnegie Classes: 100k sales club
- Christopher Newport University 1986/1987
- St. Leo College 2001
- Class A BLD Contractor License



- RESNET "HERS Rater" Certified Energy Auditor
- BPI Analyst (Certified Existing Home Performance Auditor)
- NAHB Green Verifier
- LEED for Homes Green Rater

PROFESSIONAL CONTACTS:

Mr. Aneil Kumar
President & CEO
Applied Services & Information Systems, LLC
209 Business Park Drive, Suite 100
Virginia Beach, VA 232462
757-498-0100

Mr. Frank Lash
President
CarRobics Auto Wash
13698 Warwick Blvd
Newport News, VA
757-592-5364

Mr. Edward Doocey, Esq.
617-479-5200



EDUCATION

Master of Science in Planning (MSP), Florida State University, 2006
Bachelor of Science in Biology, Davidson College, 2001

PROFESSIONAL EXPERIENCE

Town of Chapel Hill Office of Sustainability, Chapel Hill, NC Nov 2008 – Present
Sustainability Officer

- ◆ Develop and maintain Town-wide Sustainability Strategy
- ◆ Monitor municipal GHG emissions and develop reduction programs
- ◆ Establish performance measurement system for municipal operations
- ◆ Coordinate Sustainable Operations & Services Team Work Plan
- ◆ Staff Council, citizen and employee sustainability boards
- ◆ Develop and coordinate special projects

Town of Chapel Hill Planning Department, Chapel Hill, NC Sept 2007 – Nov 2008
Long Range and Sustainability Planner

- ◆ Managed carbon inventories and GHG reduction programs
- ◆ Developed Strategic Planning Process
- ◆ Staffed Council and citizen and sustainability boards
- ◆ Developed and coordinated special projects

City of Alachua Planning & Community Development, Alachua, FL May 2006 – Sept 2007
City Planner

- ◆ Updated City's Comprehensive Plan and Land Development Regulations
- ◆ Coordinated wildlife corridor/trail development project
- ◆ Presented Department Project Reports to City decision-making bodies
- ◆ Conducted site plan reviews and on-site inspections
- ◆ Served as liaison to Community Redevelopment Agency

Florida Planning & Development Lab, FSU, Tallahassee, FL Aug 2004 – Apr 2006
Research Assistant

Worked on research team which assessed the impact of Florida growth management policies on land use in 88 coastal communities

- ◆ Analyzed property parcel data to determine changes in hurricane flood exposure
 - ◆ Reviewed coastal community comprehensive plans for policy content evaluation
 - ◆ Developed methodology for quantifying wetland acreage within Coastal High Hazard Areas and Hurricane Vulnerability Zones
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SYNERGISTIC ACTIVITIES

- ◆ Continuing education through the American Planning Association

Ben Taube
Executive Director Southeast Energy Efficiency Alliance

Ben Taube currently serves as the Executive Director of the Southeast Energy Efficiency Alliance (SEEA) which is a nonprofit headquartered in Atlanta, GA with a mission to deploy energy efficiency across 11 southeast States. The organization is comprised of public and private interests. Prior to becoming the Executive Director of the Southeast Energy Efficiency Alliance, Ben served as the Public Affairs Manager for the GREENGUARD Environmental Institute where he was responsible for planning, coordinating, and communicating GREENGUARD's activities, capabilities, goals, and priorities to a variety of audiences. Ben also worked as the Director of Government Affairs for EcoSMART Technologies. Prior to EcoSMART, Ben served as the Environmental Manager for the City of Atlanta with the responsibilities of developing and enhancing environmental initiatives and policy. Ben is Chair of the Atlanta Chapter of the USGBC; Vice Chair of the Georgia Chapter of the the USGBC; 2008 Recipient of the Atlanta Business Chronicle 40 under 40 leaders; task force member for the city of Chamblee, GA greenbuilding ordinance; member of the Atlanta Regional Commission 50 Forward Initiative; and serves on the Board of the Green Chamber of the South; Board of Directors of the American Israel Chamber of Commerce, and on the Board of Directors of the Georgia Conservation Voters. Mr. Taube has a Bachelors Degree from the University of Memphis and a Masters in Environmental Policy and Management from the University of Denver.



Name: Daniel E. Cwik, LEED-AP
Title: Lead Building Systems Analyst

Education: Piedmont Community College, Engineering, CAD, Real Estate courses (2003 – 2004)
Degree equivalent to a Bachelor in Construction Engineering technology;
Engineer J.V. Passalacqua, Buenos Aires, Argentina, 1997

Certification: NAHB Green Program Verifier
HERS Rater/Energy Star Rater
Building Analyst Professional
Envelope Professional
BPI Instructor/Mentor/Proctor/Affiliate
Earthcraft Technical Advisor
LEED-H Associate/ Green Rater
LEED Accredited Professional
Construction Quality Management
Business Management certifications
Residential Inspector
Engineering / Architectural license equivalent “Maestro Mayor de obras” (Allows to do architectural design, Structure Engineering calculations, electrical - plumbing design, and Construction of Commercial and residential buildings up to six stories) T-26937, Buenos Aires, Argentina.

Experience: Mr. Cwik performs as a sustainability third party verifier and teaches various classes offered at SENCON’s corporate headquarters. These classes include BPI Certification and Training, Eco Ed Lunch Series, and HERS Raters Certification and Training.

Mr. Cwik performed the duties of Residential Project Manager where he created and executed project work plans and revised planning as appropriate to meet changing needs and requirements for the company. Mr. Cwik identified resources needed and assigned responsibilities, while enforcing project standards and quality assurance procedure.

Mr. Cwik operated as a New Construction Project Manager for Residential Multifamily homes. During his tenure, Mr. Cwik planned, directed, and coordinated a wide variety of construction projects. He scheduled and coordinated all design and construction processes, while monitoring compliance with building safety codes. Mr. Cwik provided and created CAD drawings to various construction businesses and worked as a Residential Architectural CAD designer. Mr. Cwik operated as a superintendent of a \$10M residential project; 52-unit apartment complex in Charlottesville, VA. During this project, Mr. Cwik participated in establishing goals and objectives for the construction area. Mr. Cwik reviewed subordinates periodically, while making recommendations for improvements. Mr. Cwik supervised the terms and conditions of construction agreements and ensured cost feedback were furnished to subordinates in a timely manner.



Achieving Green Today

Mr. Cwik participated in the Habitat for Humanity Blitz Builder in Charlottesville, VA. This project consisted of builders from various areas of the Tidewater area, working together as a team to build houses for families who are less fortunate.

Mr. Cwik participated in the Habitat for Humanity Blitz Builder in Suffolk, Virginia. This project consisted of builders from various areas of the Tidewater area, working together as a team, to build sixteen houses in five days.

Languages: English and Spanish (written and spoken)



David S. Carey
8 Arabian Way, South Hamilton, MA 01982
dave@dcareyconsulting.com, 978-468-9932

Summary

An energy efficiency professional that can create, implement or evaluate an energy efficiency program or business.

- Create financing products/programs for energy efficiency/clean energy at Fannie Mae offered by FEMA, the EPA and 40 public and investor-owned utilities through out the U.S., producing volume of 10,000 loans per year.
- Develop the Large Residential/Commercial/Institutional market segment for the Cambridge Energy Alliance, the nation's first community-based "green" utility.
- Develop programs to finance energy efficiency improvements in multi-family housing, producing energy unit savings for sale back to the utility.
- Create a consulting unit to assist electric and gas utilities develop energy efficiency and demand management programs for residential, multi-family and commercial properties.
- Create an energy services business for a national controls manufacturer, leveraging its building systems knowledge into a new, performance compensated service company providing the engineering, installation, maintenance of cost-effective facility improvements.
- Develop and implement HVAC inspection, efficiency and maintenance program for all Boston-area, HUD-owned multi-family properties.

Experience

David S. Carey Associates, LLC

2007 - Present

Principal

- Consult with various clients in utilities, banking and government around issues related energy efficient lending.
- Manage the large Commercial/Institutional/Large Residential market segment for the Cambridge Energy Alliance, a community-based "green" utility.

Fannie Mae, Washington, DC

1993 - 2007

Director/Manager, Business and Product Development

- Creator of and product manager for various financing products for financing energy efficiency (e.g., home improvement loan, generating 10,000 loans per year).
 - Create product concept, underwriting standard and lender/servicer guidelines
 - Create an approval process for accepting lenders and servicers to participate in the program
 - Create product pricing and pricing process for weekly pricing changes
 - Work with systems and operations personal to create loan purchase and servicing process
 - Market program to FEMA, EPA and various utility companies to sponsor the product through promotional programs
 - Negotiate credit insurance and loss recovery contracts with insurers

- Manager of \$20 billion dollar reverse mortgage business for Fannie Mae, the largest provider funds to the multi-trillion housing finance industry.
 - Compel executive management to pursue this unique growth opportunity (\$4.2 trillion of senior equity), growing the portfolio from \$2.4 to \$20 billion
 - Develop a product pricing strategy and features to satisfy lenders in this fast growing market, including increased premium and multiple price levels
 - Work with systems and operations personal to continually enhance systems/process requirements to meet the demands of this non-core product
 - Develop a plan to manage default loans and maximize mitigation
 - Define and implement risk management plan
 - Manager government, industry and public relations

Honeywell, Boston, MA **1991-1993**

Business Development

- Create and manage consulting group assisting electric and gas utilities in the development and implementation of energy efficiency programs for residential, multi-family and commercial property owners.

Johnson Controls, Boston, MA **1981-1991**

Developer/Manager

- Create and manage an energy services/performance contracting business unit specializing in providing engineering, mechanical, operations and maintenance services to commercial, governmental and institutional property owners.

Tri-City Community Programs, Malden, Medford, Everett, MA **1979 - 1981**

Energy Program Director

- Administer Federally-funded, residential, weatherization and fuel assistance, energy programs.

Ecology Systems, Boston, MA **1976 – 1979**

General Manager

- Manage engineering, energy efficiency and mechanical services for multi-family property owners.

Education

Bridgewater State College		BA, Liberal Arts 1976
Boston University		Masters Degree, Urban Planning 1987
Harvard University	Certificate of Special Studies in Administration and Management	1992

Synergistic Activities

Creation of Large C&I Models

- Developed ESCo for Johnson Controls focused on commercial market
- Created large C&I programs for CEA to facilitate efficiency/sustainability

Dealing with Split Incentives

- Created multi-family program with Fannie Mae that addressed split incentives
- Work with green lease to distribute costs and benefits among renter/owner

Residential Outreach

- Developed marketing/outreach plan for Fuel Assistance and Weatherization
- Created product/marketing for high-volume, energy loan program for Fannie Mae



Jason T. Hawks, LEED-AP Training Manager

Education, Certifications & Other Specialized Training

Bachelor of Science Civil Engineering, Old Dominion University
U.S. Army Corps of Engineer - Contractor Quality Management Training
Green Building Diploma Series, NC State University
LEED – Accredited Professional
Renewable Energy Technologies Diploma Series, NC State University
OSHA Competent Person Trench & Confined Space Certificate, Cobble Trench
OSHA Construction Safety 10 Hour Certification
American Red Cross First Aid and CPR Certification
Designing & Building a Sustainable Home/Building, NC State University
Design & Implementation Strategies for Commercial Buildings, NC State University
Business Basics and Biofuels, NC State University
Renewable Electric Generation with Wind Systems, NC State University
Means Cost Works Training Seminar, RS Means
Site Work and Heavy Construction, RS Means

Representative Experience

- As SENCON's training manager, Mr. Hawks manages and conducts technical training programs to include BPI Analyst and BPI Envelop Courses, as well as various LEED courses. He determines training objectives and develops training curriculums on a need be basis.
- During Mr. Hawks' tenure with EEI, he has developed an understanding of the earthwork and utility construction market place. He is now the estimator for SENCON. As the estimator, he performs site investigations, meets with potential clients and completes the estimates for both the construction and the environmental projects. He served as the Project Manager and as Field Superintendent for a season on the Portsmouth Marine Terminal Detention Basin Renovation project. This project involved reshaping two detention ponds and installing a 48" storm outfall. Mr. Hawks also performs the duties of Project Manager on the vertical construction projects. These duties include producing monthly invoicing, change order requests and reviewing subcontractor/vendor invoices and submittals. Mr. Hawks provides supervision and guidance to the SENCON construction field staff and subcontractors working on various construction projects. He is currently the Project Manager for the SENCON Maintenance Facility which will be LEED certified. He brings management experience specializing in commercial building construction and quality assurance.
- As a Project Manager for Challenge Constructors, Inc., Mr. Hawks provided management support on commercial building projects for 9 years. These projects ranged from minor building renovations of 2,000 SF to new construction of 50,000 SF facilities. He worked on projects that range from \$40,000 to \$2.5 million. He assisted with all aspects of the contracts



from conceptual design to certificate of occupancy for the owner. He provided initial design and budgets for clients and worked closely with the owners and the architects to assure the owners vision was not lost in the design. He had daily interaction with the owners during the course of the projects. He produced monthly invoices and change order requests. He reviewed and approved all subcontractor and vendor invoicing and submittals. He provided technical assistance to the field superintendents to ensure that the schedule and the budget were met without losing any quality in workmanship.

- As a rodman on a survey crew for Danis Heavy Construction, Mr. Hawks performed the duties of a rodman, including shooting grades for concrete formwork and finished concrete. He performed extensive layouts for concrete work, heavy mechanical piping and utilities at a waste water treatment plant in Suffolk, VA.

