

MASSACHUSETTS INSTITUTE OF TECHNOLOGY

School of Architecture and Planning Faculty Personnel Record

Date: January 2, 2005

James Phillip Thompson
Department of Urban Studies and Planning

1. Date of Birth: January 20, 1956
2. Citizenship: United States of America
3. Education

Harvard University
1977

B.A.

Hunter College, C.U.N.Y., May
1986

Master of Urban Planning

City University of New York Graduate Center,
May 1990

Ph.D., Political Science

4. Title of Ph.D. Thesis

“The Impact of the Jesse Jackson Campaigns on Local Black Political Mobilization in New York City, Atlanta, and Oakland”

5. Principal Fields of Interest

I have an interest in American Politics with a focus on urban politics, race and ethnic politics, immigration, and the politics of urban policymaking. I am also interested in urban planning with a focus on community participation, community development strategies, as well as labor unions and their relationship to community building efforts in low-income neighborhoods.

6.

7.

8. Non-MIT Experience

New York City Housing Authority. Deputy General Manager for Operations and Development,
July 1991 - December 1992.

Mayor's Office, New York City. Director of the Mayor's Office of Housing Coordination, January 1990 - July 1991. Also, Mayor's Liaison to the N.Y.C. Districting Commission, January 1990 - July 1991.

Office of the Manhattan Borough President. Policy Assistant to the Chief of Staff, 1985-1989.

9. History of MIT Appointments

Associate Professor, July 2002-present

Visiting M.L.K. Fellow, September 2000-May 2002

10. Consulting Record

Service Employees International Union, June – August 2003, June – August 2005.

PolicyLink, May 2000 - August 2000 - May 2001 - August 2001, May 2002 - August 2002.

Aspen Institute Roundtable on Comprehensive Community Development, September 1997 - September 1999.

Rockefeller Foundation, May 1995 - August 2002.

Citizen's Budget Commission, January 1993 - August 1995.

11. Department and Institute Committees, Other Assigned Duties

MLK Selection Committee, September 2005 – present.

MCP Committee, September 2004 – May 2005.

Practicum Committee, September 2002 - present.

Minority Recruitment Committee, Chair, September 2002 - present.

Admissions Committee [Columbia University], September 1999 - May 2000.

African American Studies Advisory Board [Columbia University], September 1998 - May 2000.

Urban Center Associate [Columbia University], September 1997 - May 2000.

Development of Harlem Empowerment Zone proposal [full-time activity per request of Columbia University President], March 1994 - June 1994.

12. Government and Other Outside Committees, Service, etc..

Co-chair, urban section of the American Political Science Convention, September, 2000, September 2005.

Faculty advisor, Boston Regional Affordable Housing Competition, Spring 2005.

Editorial Board, *Political Science and Politics*, September 2002 – September 2004.

Expert, New York City Charter Revision Committee, Summer 2003.

Member of the Executive Board of the New York Citizen's Union, Co-Chair of the Municipal Affairs Committee, Spring 2001 - Fall 2003.

Member, Russell Sage working group on "Crime and Legitimacy," Fall 2001 - Summer 2002.

Member of Scientific Advisory Board, Saguaro Project on Social Capital, an extensive survey research project on social capital in the U.S. led by Robert Putnam at the Harvard Kennedy School, Summer 2001- 2002.

Member of the Economic Advisory Board for the New York State Comptroller, Winter 1999 - Winter 2001.

Section co-chair for the "German-American Frontiers of Social and Behavioral Sciences (GAFOSS)" conference, March, 2000.

Member of the Steering Committee for National Consortium on Research Violence, an NSF funded collaborative research project, 1997-1999.

13. Awards Received

M.I.T. Martin Luther King, Jr. Leadership Award, February 2004

M.I.T. Martin Luther King Fellowship, 2000 - 2001, 2001 - 2002

Open Society Institute Fellow, 1998.

Aspen Institute Fellow, summer 1995.

Russell Sage Foundation Fellow, September 1995 - August 1996

Ford Foundation Minority Pre-Doctoral Fellowship, 1986.

Lewellyn Doctoral Fellowship, 1986.

Wagner Institute Fellowship for Urban Politics, 1988.

14. Current Organization Membership

Advisory Board Member, Center for Social Inclusion, July 2004 – present.

Member of the Board of Directors and Co-Chair of the Real Estate Committee, Harlem Community Congregations, Inc. (HCCI), 2000 -- present.

Member, Advisory Board, New York Fiscal Policy Institute, Summer 1998 – present.

15. Patents

N/A

16. Professional Registration

American Political Science Association
Association of Collegiate Schools of Planning

17. Projects

Principal Investigator, “Real Gains,” Ford Foundation and Open Society Institute supported project linking labor unions, labor pension funds, to local community building initiatives.

18. Symposia Organized

“Labor Unions and Community Organizing,” with Paul Osterman, June 13, 2002.

Convener, with Susan Saegert and Mark Warren, national conference on “Social Capital and Poor Communities,” funded by the Ford Foundation March 11-13, 1999.

Convener, Aspen Institute Symposium on “Race and Structural Inequality,” April, 1998.

Teaching Experience of J. Phillip Thompson

FT 2005, #, 11, Thesis Prep, 10

FT 2005, #, 11.401, Introduction to Housing and Community Economic Development, 25

ST 2005, #, 11.954, Community Owned Enterprise and Civic Participation, 6

ST 2005, #, 11.947, Race, Immigration, and Planning, 10

FT 2004, #, 11.401, Introduction to Housing and Community Economic Development, 26

FT 2003, #, Ph.D., Readings in Social and Political Theory, Course Instructor, 3

FT 2003, #11.954, Urban Politics, Course Instructor, 24

ST 2002, #, Urban Politics, Course Instructor, 8

FT 2001, #11.954, Urban Politics: Theory and Practice, Course Instructor, 10

ST 2001, #, Labor and Communities of Color, Course Instructor, 8

FT 2000, Race and Ethnicity in American Politics [Columbia University, undergraduate course], Course Instructor, 160.

ST 2000, Urban Politics [Columbia University, undergraduate course, restricted admission], Course Instructor, 170.

FT 2000, Comparative Marginalization of Cultural Minorities [Columbia University, graduate course], 10.

ST 2000, Applied Urban Policy Workshop [Columbia University Department of International and Public Affairs MPA program], 12.

FT 1999, Race and Ethnicity in American Politics [Columbia University, undergraduate course], Course Instructor, 160.

ST 1999, Urban Politics [Columbia University, undergraduate course], Course Instructor, 250.

FT 1999, Comparative Marginalization of Cultural Minorities [Columbia University, graduate course], Course Instructor, 10.

ST 1999, Applied Urban Policy Workshop [Columbia University Department of International and Public Affairs MPA program], Course Instructor, 12.

FT 1998, Introduction to Political Science [Barnard College], Course Instructor, 25.

Teaching Experience of J. Phillip Thompson

- FT 1998, Problem in Urban Management [Barnard College], Course Instructor, 20.
- ST 1998, Black Politics [Barnard College], Course Instructor, Course Instructor, 50.
- ST 1998, Seminar in Urban Management, [Barnard College], Course Instructor, 20.
- ST 1998, Urban Politics [Barnard College], Course Instructor, 25.
- FT 1997, Introduction to Political Science [Barnard College], Course Instructor, 25.
- FT 1997, Problem in Urban Management [Barnard College], Course Instructor, 20.
- ST 1997, Black Politics [Barnard College], Course Instructor, 50.
- ST 1997, Urban Politics Seminar [Barnard College], Course Instructor, 15.
- FT 1996, Introduction to Political Science [Barnard College], Course Instructor, 25.
- FT 1996, Problem in Urban Management [Barnard College], Course Instructor, 20.
- ST 1995, Managing Social Programs with Unknown Population Parameters [Columbia School of Business], Course Instructor, 5.
- ST 1995, Black Politics Seminar [Barnard College], 20.
- ST 1995, Urban Politics Seminar [Barnard College], 15.
- FT 1994, Introduction to Political Science [Barnard College], 25.
- FT 1994, Problem in Urban Management [Barnard College], 20

Publications of J. Phillip Thompson

Books:

1. Double-Trouble: Black Mayors, Black Communities, and the Struggle for a Deep Democracy, (Oxford University Press, 2005).
2. Social Capital and Poor Communities, with Susan Saegert and Mark Warren, co-editors, (New York: Russell Sage Press, 2001).
3. "Social Capitalism," with Ross Gittel, (in progress).
4. "Race and Public Health," with Arline Geronimus, (in progress).

Papers in Refereed Journals

1. "Why Mayors Need Community Organizations," (Perspectives on Politics, Summer 2005).
2. "To Denigrate, Ignore, or Disrupt: The Health Impact of Policy-induced Breakdown of Urban African American Communities of Support," with Arline Geronimus. (Du Bois Review, Fall 2004).
3. "The Texas Ten percent Plan," with Sarah Tobias. (American Behavioral Scientist, Vol. 43, #7, April 2000, 1121-1138).
4. "Why Universalism or Ghetto Deconcentration Won't Work: Bringing Race Back In." (Politics and Society, Vol. 26, No. 2, 1998, 181-219).
5. "Crime in Public Housing: Conceptual and Research Issues," with Jeffrey Fagan, Tamara Dumanovsky, and T. Davies. National Institute of Justice Journal, Vol. 36, 1998, 1-8.
6. "Investing in Neighborhood Entrepreneurship: Private Foundations as Community Development Venture Capitalists," with Ross Gittel and Jeffrey Sohl. (The Journal of Entrepreneurial and Small Business Finance, Vol. 5, #2, 1997, 175-191).
7. "The End of Liberalism in New York: Homeless Policy in the Dinkins Era." (Political Science Quarterly, Vol. 111, #4, Winter, 1996/1997, 639-660).
8. "David Dinkins Victory in New York City: The Decline of Democratic Party Organization and the Strengthening of Black Politics." (Political Science and Politics, Vol. 23, #2, June 1990, 145-147).

Papers in Refereed Conference Proceedings:

1. "Building Urban Political Coalitions," paper presented for the Robert Wood Johnson Urban Health Initiative, Kennedy School, Harvard University (December 2001).

Publications of J. Phillip Thompson

2. "Crime in Poor Places: Examining the Neighborhood Context of New York City's Public Housing Projects," with Tamara Dumanovsky, and Jeffrey Fagan. Presented at the Research Institute on Neighborhood Effects on Low-Income Families, Joint Center for Poverty Research, The University of Chicago (September 1999).
3. "The Harlem Empowerment Zone," in Alexander Vonn Hoffman, ed., New Planning Agenda, (Cambridge: World Bank and the Harvard Unit for Housing, 1996).

Other Major Publications:

1. "Is There Any Hope for Justice?: Black Communities and Legitimate Authority," in Jeff Fagan and Robert Sampson, eds., Crime and Legitimacy (tentative title), (forthcoming Russell Sage Foundation Press, 2006).
2. "What Are Labor's True Colors?," (New Labor Forum, Spring 2004).
3. Review of Black is a Country (New Labor Forum, Fall 2005).
4. Review of The New Politics of Race: From Du Bois to the 21st Century (Contemporary Sociology, 2003).
5. "One Step Forward, Two Steps Back: Liberalism, Race, and Local Democracy," in Ken Emerson and John Mollenkopf, editors, Rethinking the Urban Agenda, (New York: Twentieth Century Fund Press, 2001).
6. "The Role of Social Capital in Combating Poverty," in Social Capital and Poor Communities (New York: Russell Sage Press, 2001), 1-30.
7. "Social Capital and Community Economic Development," with Ross Gittel in Social Capital and Poor Communities, 115-135.
8. "Beyond Moralizing," (Boston Review, Vol. 25, No. 3, Summer 2000).
9. "Inner-city Entrepreneurialism: A Critical Review of the Literature," with Ross Gittel, in Urban Problems and Community Development, Ronald Ferguson and William Dickens, editors, (Brookings Institution Press, Washington, D.C., 1999), 473-520.
10. "Public Housing in New York City," in Housing and community development in New York City : facing the future, Michael H. Schill, ed., (Albany : State University of New York Press, c1999).

Publications of J. Phillip Thompson

11. "The Neighborhood Entrepreneur Program," with Ross Gittell, report for the Rockefeller Foundation (Summer, 1998).
12. "Urban Poverty and Race," in Julia Vitullo-Martin, ed., Breaking Away, (New York: Twentieth Century Fund Press, 1996), 13-32.
13. "The Election and Governance of David Dinkins as Mayor of New York," in Huey Perry, ed., Race, Politics and Governance (Tallahassee, University Presses of Florida, 1996), 65-81.
14. "Empowerment Zones," with Ester Fuchs, in Alfred J. Kahn and Sheila B. Kamerman, Children and Families in Big Cities: Strategies for Reform (New York: Cross-national Studies Research Program, 1996).
15. "Minority Politics in New York State" with Ester Fuchs, in Jeff Stonecash, ed., New York State Politics and Policy (Albany, New York: State University of New York Press, 1993).
16. "Employment and Incarceration in New York," published by the Correctional Association of New York (June, 1996).
17. "Poverty and Poverty-Related Spending in New York City" with Charles Brecher, published by the Citizens Budget Commission (August, 1994).
18. "Social Capital in Public Housing," with Susan Saegert, report conducted for the Rockefeller Brothers Fund (July, 1994).

Invited Lectures and Seminars:

- "Race and Metropolitan Coalitions." MacArthur Foundation Working Group on Metropolitanism, October 2005.
- "Real Gains." Kennedy School Executive Seminar on Community Development, October 2005.
- "The Importance of Homeownership in Poor Communities." NeighborWorks Press Briefing, July 2005.
- "The Strategic Environment for Labor Unions." Service Employees International Union Executive Board, June 2005.
- "Social Capital and Assets." Brandeis Heller School, May 2005.
- "Poverty and Public Health." University of Michigan School of Public Health, March 2005.
- "Labor and Race." City University of New York Labor Conference, December 2004.

Invited Lectures and Seminars for J. Phillip Thompson

“Immigrant Labor Organizing and Dilemmas.” M.I.T. Center for International Studies (December, 2003).

“A Community Asset-Building Approach to Political Empowerment.” Lecture for the Harvard School of Education (April 27, 2003).

“The Connection Between Asset-Building and Democratization.” Lecture for the SPURS Seminar (April 9, 2003).

“Economic and Civic Reconstruction in an Age of Recession.” Lecture for the fifth African American Labor Leaders’ Economic Summit at the Labor and Worklife Program at Harvard Law School.

“The Role of Labor Unions in Community Building.” Lecture for the Sloan School IWER Seminar (March 2003).

“Poverty, Politics, and Public Health.” Annual presentation given at the University of Michigan School of Public Health (March 1997- March 2003).

“Regional Equity and Housing.” Panelist at conference on Regional Equity convened by PolicyLink in Los Angeles (November 2002).

“Leveraging Assets for Community Building.” Presentation given at the National Urban League Convention in Los Angeles (July 2002).

“Building Civil Society.” Presentation for Open Society Institute in Budapest, Hungary (October 2001).

“Entrepreneurialism and Community.” Presentation given at the National Urban League Conference on Youth Entrepreneurialism in Washington, D.C. (July 2001).

“Re-building New York.” Lecture given for staff of the Rockefeller Foundation (December, 2001).

“Black Urban Politics.” Lecture given at the Kennedy School of Government Urban Seminar (March 2001).

“New Approaches to Community Building.” Lecture for the combined Urban staff of the Ford Foundation (April 2001).

“Redesigning New York Inclusively,” paper presented to the Twentieth Century Fund (September, 2000).

Invited Lectures and Seminars for J. Phillip Thompson

“Labor Unions, Environmentalists, Community Based Organizations and An Aesthetic Approach to Political Communication,” paper presented to a panel on new cross-movement approaches to political communication at the International Political Science Convention, (August, 2000).

“The Logic of Black Urban Politics.” Paper presented for the Faculty Seminar series at the Kennedy School of Government, Harvard University (May 1998).

“Democracy From Below,” paper presented to the Yale Conference on Globalization and Ethics (March 2000).

Regional Plan Association, member of the Race and Metropolitanism Advisory Panel (2000).

Panelist, with Abigail Thernstrom and Lee Boggs, Barnard Alumni Weekend, forum on race and affirmative action (June, 2000).

Commentator on No Shame in My Game, with author Katherine Newman, Wagner School, N.Y.U. (May 2000).

Keynote Speaker, Columbia University Prospective Students of Color conference (April, 2000).

Panelist, conference on comparing Buenos Aires and New York City, N.Y.U. (April 2000).

Speaker, National Community Building Network Conference on Urban Gentrification, Denver, March 2000.

“New Approaches to Black Politics,” paper presented to the plenary session of the Stanford National Conference on Race (November 1999).

“A Post-Civil Rights Framework for Evaluating Racial Discrimination,” paper written for the National Research Council of the National Academy of Sciences (August 1999). Co-presenter with Rebecca Blank of the President’s Economic Council.

“Complexity in Community Research: Changing the Role of Research in Helping Collaborations Work.” Plenary paper presented for the Institute of Law and Social Justice (U.S. Dept. of Justice) Annual Conference on Criminal Justice Research and Evaluation (July 27, 1998).

“The Politics of Urban Poverty.” Paper prepared for Yale Faculty Forum on Urban Poverty (May 1995).

“Black Politics After Dinkins.” Paper prepared for City University of New York President’s Forum (February 1995).

Invited Lectures and Seminars for J. Phillip Thompson

“Black Political Empowerment and Voter Turnout in U.S. Cities,” with Katherine Tate. Paper prepared for delivery at the Annual Meeting of the American Political Science Association, Washington, DC. (1991).

“Notes on the 1989 Mayoral Election,” presented to the City University of New York Annual Political Science Conference (1989).

“Analysis of Proposals by the Charter Reform Commission,” presented to the New York State Black and Puerto Rican Legislative Caucus, New York State Legislature (June 1989).

Record of Research Funding for J. Phillip Thompson

“Real Gains,” \$150,000, principal investigator, Ford Foundation, 2004.

“Community-Based Entrepreneurialism” co-principal investigator with Ross Gittell, Rockefeller Foundation, July 2001, \$70,000.

“Community-Owned Commercial Real Estate Experiments,” principal investigator, Ford and Rockefeller Foundations, \$100,000 for research, \$275,000 for community partners.

“Community Building MPA Planning Grant,” with Columbia Department of International and Public Affairs Dean Lisa Anderson, Ford Foundation, September 2000 - September 2001, \$200,000.

“State Higher Educational Policy and Economic Growth,” co-principal investigator with Cathy Cohen, Marilyn Gittell, and Ross Gittell, Ford Foundation, May 1998 - May 1999, \$175,000.

“Evaluating the Neighborhood Entrepreneur Program in New York City,” co-principal investigator with Ross Gittell, Rockefeller Foundation, 1996 - 1998, \$200,000.

“Research Initiative for the Development of a Harlem Empowerment Zone,” principal investigator, State of New York, 1994, \$250,000.

Theses Supervised by J. Phillip Thompson

Ph.D.

As Dissertation Chair:

Katherine Pettus, "Classical and Modern Theories of Social Accountability," Fall 2002 [Columbia University].

Iveta Silova, "From Symbols of Occupation to Symbols of Multiculturalism: Re-conceptualizing Minority Education in Post-Soviet Latvia," Spring 2002 [Columbia University].

As Reader:

Celina Su, "Streetwise for Book Smarts," Spring 2005 [MIT].

David Greenberg, "Ways of Contending: community organizing and development in neighborhood context" Spring 2004 [MIT].

Gretchen Susi, "Represent: The New York City Resident Alliance and its Struggle Against Imposition of the Neo-Liberal Agenda" Spring 2005 [City University of New York].

Jeffrey A. Robinson, "Barriers to Market Entry in Minority Neighborhoods" Spring 2004 [Columbia University Graduate School of Business].

Durahn Taylor, "Black Gotham," Spring 1999 [Columbia University].

MCP

As Advisor:

Roxanne Aguilar
Jonathan Leit
Sara Nafici
Miguel Rodriguez
Shanny Spraus

As Reader:

Diana Bernal
Hilary Chapman
Jacqueline Cooper
Meghen Fennelly
Gon Golan
Jessica Katz

Michael Mendez
James Stevens
Tunua Thrash
Kristy Wang
Annis Whitlow

JAMES B. CUMMINGS
Florida Solar Energy Center

EDUCATION AND TRAINING

MS, Applied Solar Energy
Master of Arts, Urban Geography
Bachelor of Arts, Economic Geography

Trinity University, 1983
University of Chicago, 1974
Bucknell University, 1972

PROFESSIONAL EXPERIENCE

1999-Present Florida Solar Energy Center, Cocoa, FL
Program Director, Buildings Research Division

Co-Principal Investigator for Building America Industrialized Housing Partnership. Led 22 projects including field/lab research and technology transfer. Currently Principal Investigator for six projects including monitoring of energy savings from an HVAC occupancy control system in 58 hotel rooms, energy audits in municipal buildings, monitoring and designing an improved DHW system for the Florida Governor's Mansion, developing G-RIM and participant analysis tools for gas incentive programs, fielding testing, monitoring, and repair of wind-washing in 2-story homes, and duct efficiency impacts on variable capacity high efficiency (23 SEER) heat pump systems.

1985-1999 Florida Solar Energy Center, Cocoa, FL

Associate, Senior, and Principal Research Analyst, Buildings Research Division

Principal Investigator for 17 projects on research topics such as duct leakage in residences, unbalanced return air, and uncontrolled air flow in commercial buildings, and training on low income weatherization and duct leakage diagnosis and repair.

Select Publications: (hold cursor over title for online publication, where available)

Cummings, J.B., Tooley, J.J., Moyer, N.A. and Dunsmore, R. 1990, *Impacts of Duct Leakage on Infiltration Rates, Space Conditioning Energy Use, and Peak Electrical Demand in Florida Homes*, Proceedings of the ACEEE 1990 Summer Study, Pacific Grove, CA.

Cummings, J.B., Tooley, J.J., and Moyer, N. 1990, *Duct Leakage Impacts on Airtightness, Infiltration, and Peak Electrical Demand in Florida Homes*, Proceedings of 7th Annual Symposium on Improving Building Systems in Hot and Humid Climates, Dallas TX.

Cummings, J.B., Tooley, J.J., and Moyer, N. 1991, *Investigation of Air Distribution System Leakage and Its Impact in Central Florida Homes*, FSEC-CR-397-91, FSEC, Cocoa, FL.

Cummings, J.B., C.R. Withers, N. Moyer, P. Fairey, and B. McKendry 1996. *Field Measurement of Uncontrolled Air Flow and Depressurization in Restaurants*. ASHRAE Transactions, 1996, Vol.102, Part 1, p.859.

Cummings, J.B., C.R. Withers, N. Moyer, P. Fairey, and B. McKendry. 1996. *Uncontrolled Air Flow in Non-Residential Buildings; Final Report*, FSEC-CR-878-96, FSEC, Cocoa, FL.

Brennan, Terry, James B. Cummings, Joseph Lstiburek. "Unplanned Air Flows & Moisture Problems". *ASHRAE Journal*, November, 2002.

Withers, C.R., J.B. Cummings, C.R. Withers, N. Moyer, P. Fairey, and B. McKendry. 1996. *Energy Savings from Repair of Uncontrolled Air Flow in Eighteen Small Commercial Buildings*, ASHRAE Transactions, 1996, Vol. 102 Part 2, pp. 549-561.

Cummings, J.B. and C.R. Withers. *Building Cavities Used as Ducts: Air Leakage Characteristics and Impacts in Light Commercial Buildings*, ASHRAE Transactions, 1998, Vol.104, Part 2.

Cummings, J.B., C.R. Withers, and Don Shirey. 1997. *Controlling Ventilation and Space Depressurization in Restaurants in Hot and Humid Climates*, Proceedings of the 18th Annual AIVC Conference, Volume 1, pp.153 - 161, Athens, Greece. September 1997.

Cummings, J. and C. Withers. "**Problems Related to Air Handler Leakage**". *ASHRAE Journal*, January 2008.

SYNERGISTIC ACTIVITIES

- Recipient best ASHRAE Journal paper for 2008
- Contributing editor/author for column for ASHRAE's *IAQ Applications* 2000-2008
- Florida Building Commission Mechanical Technical Advisory Committee, 1997 - present
- US DOE Tomorrow's Energy Today National Award – Utility and Technology, 1994
- Florida Solar Energy Center Award for Excellence in Research, 1990

GARRETT ANDERSON

6 Kelly Road Apt 1

Cambridge, MA 02139

(617) 549-2033 | ganderson@cambridgeenergyalliance.org

Education	HARVARD UNIVERSITY, John F. Kennedy School of Government Master in Public Policy expected June 2009 <ul style="list-style-type: none">• Coursework: Political Advocacy, New Media and Technologies, Statistical Analysis, Urban Politics and Policy.• Policy Analysis Exercise: Analysis of Voter Contact Trends by Congressional Elections in the 2008 Campaign.• Winner 2008 Spring Policy Analysis Exercise on Global Climate Change and International Protocols for Carbon Emissions Reduction.	Cambridge, MA
	COLUMBIA UNIVERSITY Bachelor of Arts, May 2002 Major: American History.	New York, NY
Professional Experience		
2009- Present	CAMBRIDGE ENERGY ALLIANCE Energy Advisor <ul style="list-style-type: none">• Implemented a comprehensive residential support model for Cambridge Energy Alliance including engagement protocols to enhance customer participation in energy audits and then increase their investments in energy efficiency improvements.• Designed and executed social networking program and online advertising for residents and small businesses in Cambridge community.• Produced online content for Cambridge Energy Alliance and affiliated sites including content designed for 'viral marketing' distribution.• Wrote and edited grant proposals to foundations and governmental entities in order to support and enhance program activities and offerings.	Cambridge, MA
Summer 2008	VOTER ACTIVATION NETWORK Technical Consultant <ul style="list-style-type: none">• Provided support and consultation for Democratic and affiliated political campaigns regarding voter contact and data management during the 2008 election cycle.• Developed protocols for Massachusetts for Obama volunteer recruitment and New Hampshire voter persuasion campaigns.• Engaged in large scale data analysis to support program activities and refinement of voter contact targeting	Somerville, MA

- 2004-2008 **CAMBRIDGE HOUSING AUTHORITY** Cambridge, MA
Contract Administrator
- Managed modernization contracts of public housing facilities representing the Cambridge Housing Authority on construction teams that included architects, General Contractors, Facilities Managers, as well as Tenant and Community Representatives.
 - Wrote manual of agency construction design standards for use by planning staff, managers, and maintenance staff.
 - Spearheaded implementation of the Housing Authority's first fully integrated Direct Digital Control system for the heating plant of a 301 unit Senior Housing facility.
- 2002-2004 **AMERICORPS NCCC AND HABITAT FOR HUMANITY** Denver, CO
AmeriCorps NCCC Team Leader and Habitat Construction Supervisor Charleston, SC
- Led team of ten young people on a variety of long-term service projects throughout Southeastern United States, managing the team in residential living and on work sites.
 - Acted as on site construction manager for volunteer-built, energy efficient, low-income housing in the metropolitan Denver area.

Synergistic Activities:

- **Large Commercial and Industrial Sector Engagement**
 - Managed capital construction projects from \$500,000 to \$3,000,000 for the Cambridge Housing Authority, including projects with significant energy efficiency components
 - Advised management personnel at Cambridge Housing Authority about energy efficiency procedures and maintenance protocols to maintain new heating systems
 - Supported large Commercial and Industrial Sector activities at the Cambridge Energy Alliance
- **Residential Outreach Model**
 - Managed online communications and social networking applications for the Cambridge Energy Alliance to support its residential outreach program
 - Have collaborated with community groups in Cambridge in support of Cambridge Energy Alliance residential outreach activities
 - Managed political campaigns in Cambridge and other environs that included extensive direct marketing and canvassing activities among residential population
 - Developed database protocols for residential canvassing and
- **Residential Support and Engagement Model**
 - Managed Cambridge Energy Alliance residential support program including customer service throughout entire process of residential energy efficiency projects
 - Developed protocols for 'Energy Advisor' position for residential sector engagement
 - Managed production and dissemination of energy saving information through Cambridge Energy Alliance blog sites and social network applications
 - Coordinated with utility and energy services companies to provide comprehensive support program for Cambridge residents interested in obtaining energy efficiency audits and making efficiency improvements on their homes, including coordinating Federal, State, and Local financing and grant programs available to residents

Randall A. Gilliland

PO Box 1723 ♦ Hampton, VA 23669

Cell: (757) 814-0001 ♦ Email: ragilliland@gmail.com

EDUCATION

Master Business Administration (1996)

The College of William & Mary, Williamsburg, VA

Bachelor of Science in Animal Science (1982)

Virginia Polytechnic Institute & State University, Blacksburg, VA

PROFESSIONAL EXPERIENCE

SENCOR – 2009 - Present

Vice President for this environmental and energy sustainability services firm which provides modeling, training and consulting for residential developers and light commercial facilities, LEED Documentation, NAHB Verifier and BPI accredited personnel and instructors.

- Responsible for strategic planning, business development and growth of the company.

REMSA, Inc. – 2008 – 2009

Chief Operating Officer & Vice President for this diversified environmental and scientific services firm.

- Responsible for strategic planning and growth of five business units and overall administration of the company.

Langley Federal Credit Union – 2006 – 2008

AVP of Business Development & Marketing for this top 100 Credit Union.

- Served as the primary “rainmaker” for deposits and loans for the Business Services Department.
- Directly planned and managed all aspects of the Business Development Department with a four person staff serving 700+ Select Employer Groups (SEGs).

NDE - New Dominion Enterprises, LLC – 2002 – 2006

Owner and President of this business consulting firm.

- NDE provides services including strategic planning, new business development, launching new products and services in new markets, business plan development, capital formation, and sales and distribution channel development.
- Clients have included technology oriented companies, environmental services, financial services, and retail/wholesale distribution.

PWHD Consulting - Patten, Wornom, Hatten & Diamonstein, LLC-2003-2006

Business Development Consultant as an independent contractor for this leading Virginia law firm.

- Services include those provided by NDE plus; governmental affairs consulting; representing client interests before local, state and federal governmental bodies; developing and managing political, public affairs and communication programs including, grassroots networks, lobbying, PAC activities, membership and fundraising initiatives.

MAXX™ Material Handling, LLC - 1995 - 2002

Founder, Partner, and Board Member of this specialty material handling equipment manufacturer.

- Responsibilities included development and implementation of global growth strategy, negotiation and execution of international joint ventures, licenses and strategic alliance agreements for unique products to serve the powered and automatic truck loading and unloading market segment of the material handling industry.
- Successfully negotiated exclusive agreements with market leading firms based in Germany, Italy, England and Australia. MAXX™ serves a diverse clientele of the world's largest companies including; FedEx, USPS, DHL, Wal-Mart, QVC, Toys 'r Us, J.C. Penney, Linens 'n Things, among many others.

G&R Metals, Inc. – 1994-1999

Owner and President of this specialty metal fabrication and machine shop.

- Responsibilities included development and execution of strategic vision, executive managerial and administrative functions, new business development, and handling key customer accounts.
- G & R Metals also operated what was effectively a private business incubator. Services were marketed under the trade name of New Dominion Industrial (NDI). The target market was small and mid-sized European manufacturing companies. NDI assisted a number of European firms by performing market analyses, vendor/material and labor availability analyses, business plan development, and sales and distribution channel analyses.

Governor James E. Folsom, Jr. - 1994

Finance Director for Governor Folsom's re-election campaign.

- Successfully handled all general election fundraising in the northern half of Alabama contributing to an overall record fundraising program statewide of nearly eight million dollars.

Caljan Telescopic Loading Systems, Inc. - 1991 - 1994

Board Member and President of this North American subsidiary of Caljan A/S of Denmark, the world's largest manufacturer of telescopic conveyors.

- Responsibilities included, general managerial and administrative functions, reporting to Caljan A/S board of directors, product and market development, market segmentation, handling major customer accounts (e.g., Federal Express, Frito-Lay, and United Airlines), development of marketing ideas, plans, materials, and programs, and development and oversight of corporate strategic plan.

NDI - New Dominion International, Inc. - 1990 - 1991

Founder and President of this business consulting firm.

- Advised clients on legal, business, and political climate; prepared analyses of specific market opportunities; identified, screened and negotiated with potential client business partners for distributorships, joint ventures, and import/export agreements.

Gilliland & Company - 1986 - 1989

Founder and President of this national professional political fundraising firm with offices in Washington, D.C. and Palm Beach, Florida.

- Built the firm from a solo operation to a three-partner firm at its height, employing 25 fundraisers, simultaneously handling 17 campaigns in 12 states raising millions of dollars for candidate and referenda campaigns. In addition to general administrative and management functions, solicited clients, developed and supervised in-state, PAC, and national fundraising plans for statewide referenda, congressional, senatorial, and gubernatorial candidates.
- Served on a team of international political consultants requested to visit Hungary, Czech and Slovak Republics, and Poland after their respective political revolutions to advise them on how to develop political parties and run political campaigns.

Freelance Political Consultant - 1983 - 1986

- Held a variety of positions in several campaigns including; statewide finance director, advance director, congressional district field director, field operative, and nominating convention coordinator.
- Campaigns served include; Bobby Scott for State Senate, Dick Bagley for Governor, Jerry Baliles for Governor, Baliles-Wilder-Terry Joint Campaign, and Graddick for Governor, Alabama. Served as Legislative Aide to Delegate Wally Stieffen during the 1984 General Assembly Session.

CIVIC INVOLVEMENT

Elected, Political, and Appointed Positions

National

Climate Communities-Member
ICLEI USA-Member
National League of Cities-Member

State

Virginia's A.L. Philpott Manufacturing Extension Partnership-Governor Warner & Kaine
Appointee to Board of Trustees
Virginia Municipal League-Environmental Quality Committee Member, Former Finance
Committee Member

Regional

Hampton Roads Partnership-Convocation of Regional Stewards-Member
Hampton Roads Planning District Commission Executive Committee-Former Member
Hampton Roads Metropolitan Planning Organization-Former Member
Peninsula Sports Facility Authority- Member
Peninsula Workforce Development Center-Former Board Member
Virginia Living Museum-Former Board Member

Local

Hampton City Council-Current Member, elected May 2002, reelected May 2006
Hampton City Council-Vice-Mayor, 2006-2008
Hampton City Council Finance Committee-Former Chairman
Hampton Redevelopment and Housing Authority-Former Member
Hampton Planning Commission-Former Member
Hampton Industrial Development Authority-Former Vice-Chairman
Hampton 2010 Celebration Committee-Member
Hampton Tourism Advisory Committee-Former Member
Hampton University-City of Hampton Town and Gown Committee-Former Member

Business, Green, Community, and Arts Leadership

Business

Association for Manufacturing Excellence-Member

Hampton Roads Technology Council-Member, 2009 HRTC Technology Leadership Award winner

Copeland Business Park Association-Co-Founder and Board Member

Green

Green Jobs Alliance-Co-Founder & Chairman

Green Economic Alliance-Co-Founder & Chairman

Virginia Peninsula Green Drinks-Founder & Host Organizer

Hampton Roads Green Drinks-Co-Founder & Board Member

Green Caffeine-Founder & President

Hampton Roads Green Business Steering Committee-Member

Community

Mickey Gilliland & Vivian Gilliland Queen Recovery House Foundation-Founder & Chairman

FoodBank of the Virginia Peninsula-Former Board Member, Development Committee Member, Former Vice-President of Administration, Executive Committee Member

Olde Wythe Neighborhood Association-Founding Member

Olde Wythe Planning Team-Past Stakeholder

Greater Wythe Planning Team-Past Stakeholder

Six House, Inc. Ministries-Resource Committee Member

Arts

Hampton Arts Foundation-Former Board Member

The Phoebus Arts Factory-Board Member

Peninsula Fine Arts Center-Board Member

The American Theatre-Steering Committee Member

RESUMES
Key JEA/COJ Personnel

N. BRUCE DOUECK
PO Box 1148
Yulee, FL 32041
Email: douecks@bellsouth.net
(904) 665-6231 (office); (904) 718-1361 (cell)

- EDUCATION:** MBA, University of North Florida, 1997
Bachelors: Biology, Minors: Chemistry/Math, FSU, 1969
- PROFESSIONAL EXPERIENCE:** JEA; Jacksonville, Florida
- Jan 2006 - present *Manager, Conservation Programs*
- New Home Program
 - Neighborhood efficiency outreach
 - Educational outreach, k-12
 - Business conservation support services
- Oct 2001 - Dec 2006 *Capital Planning Manager*
- Facilitator for capital budgeting process
 - Manage intra-year capital budget changes
 - Facilitator for strategic planning process
- Mar 2000 - Sep 2001 *Corporate Strategy Team*
- Introduction of Six Sigma
 - Strategic goals setting & budgeting
 - Facilitated change management & leadership development
- Apr 1997 - Feb 2000 *Director of Economic Development (ED)*
- Developed stakeholder-centric plan & department based on best practices research
 - Developed departmental goals, objectives and targets
 - Originated stakeholder evaluation & feedback system
 - Represented electric, water and sewer business units in meetings with prospective businesses, govt. agencies, etc
 - Built marketing plan in conjunction with the Chamber
 - Advanced utilities military base transfer
 - Organized technology transfer seminars
 - Managed numerous studies including - target industry study, commute zone analysis, labor study, etc.
 - Successful in getting businesses to relocate to Jacksonville
- Jan 1982 - Apr 1997 *Director of Energy Efficiency Department*
- Successfully marketed energy services programs including:
 - Key account services
 - Commercial and industrial energy audits
 - Power-conditioning services
 - Residential energy and water audits

- New home construction (seminars, video, awards, etc.)
- Developed energy education projects for k-12, adult audiences
- Represented JEA on committees state and national boards

Sep 1978 - Dec 1981

Energy Conservation Coordinator

- Organized and implemented residential and commercial energy programs - energy audits, seminars, workshops, etc.
- Developed and administered budget
- Worked effectively with media
- Monitored, managed and reduced in-house utility consumption

Sep 1975 - 1978

MAYOR'S ENERGY OFFICE 1975-77 (City of Jacksonville)
(JEA 1977-78), *Energy Analyst*

**SYNERGISTIC
ACTIVITIES:**

Over fifty short courses relating to management, economic development & energy including - VPI Energy Manager Diploma & Dale Carnegie Course

Certifications - Six Sigma Green Belt (August, 2003); Economic Development Institute (EDI), Univ. of OK; Certified Energy Manager (CEM), Assoc. of Energy Engineers; Energy Auditor & Technical Assistant Analyst (Florida)

BRIAN C. PIPPIN

EDUCATION: MBA, University of Memphis, 2001
Bachelor's of Industrial Engineering, Georgia Institute of Technology, 1997

PROFESSIONAL EXPERIENCE:

June 2006–present JEA, Jacksonville, FL; *Conservation Coordinator*
Existing Home Program, Manage Solar Incentive and Mobile Irrigation Lab Programs, Support Neighborhood Energy Efficiency (Low Income) and Energy Efficient Products Programs, General Energy and Water Conservation Education Outreach, Building Science Fact Sheet Development.

Apr. 2004-June 2006 *Business Technology Associate*
Developed business cases for the utility's IT projects

Nov. 2004-Apr. 2004 Colomer USA, Jacksonville, FL; *Industrial Engineer/1st Shift Supervisor*
Time and motion study development and promo line assembly manager

Dec. 1998-Nov. 2004 FedEx, Memphis, TN; *Senior Engineer*
Time and motion study development, Ergonomics, Six Sigma, Lean Engineering Principles, Man-Machine Systems development, and Workplace layout.

SYNERGISTIC ACTIVITIES:

Multiple building science fundamentals classes taught by the Association of Energy Services Professionals, Florida Solar Energy Center, Alliance to Save Energy, Department of Energy, Environmental Protection Agency, and the National Renewable Energy Laboratory to name a few.

Certifications - Florida Water Star Inspector, Florida Green Building Coalitions' Green Home Certifier, National Association of the Remodeling Industry's Green Remodeler Designation, Florida Irrigation Societies' Site Manager Designation, Certified Energy Manager (Test passed – experience submitted for final review), National Association of Home Builders' Certified Green Professional Designation, Six Sigma Green Belt and Design for Six Sigma Trained

DAVID M. REED

EDUCATION: Florida Class 1 Energy rater, #772, 2006
MBA, University North Florida, 2006
B.S. Electrical Engineering, University of North Florida, 2004
Naval Nuclear Power School, NEC 3354, 1992

PROFESSIONAL EXPERIENCE:

June 2006–present JEA, Jacksonville, FL, *Conservation Coordinator*
Manage Green Built Homes of Florida program; work heavily with local building industry to implement green building practices. Residential energy and overall green expert/consultant.

2004-2006 University of North Florida, Jacksonville, FL; *Electrical R&D Lab Mgr.*
Embedded system designer. Worked with digital signal processors (DSP's) and various micro-controllers such as the MSP 430 and the Motorola HC12. Worked on a stereoscopic camera project that implemented various GPS receiver technologies and developed a new gradiometer that was implemented and brought to market in the View Systems[®] safety portal

1996-2002 New Century Construction, Jacksonville, FL, *Project Manager*
Project manager for all phases of light commercial and custom residential construction. Projects ranged from \$20k to \$1.6m in value. Specific duties: Project design and drafting of plans, project pricing, contracting, budgeting and scheduling. Performed all forms of commercial and residential wiring.

1990-1996 US NAVY, *Nuclear Electrician NEC 3354*
Electric plant, Reactor plant and Steam plant operator on S6G and S5W power plants (submarine propulsion plants). Responsible for all shipboard electrical equipment, such as: 2000KW turbine generators, 300KW motor generators, 126 cell ships battery, all types of distribution equipment and all sizes and types of pumps. Responsible for division budget and all supplies and equipment. Budget ranged from \$5k to \$50k per month.

SYNERGISTIC ACTIVITIES:

Certified Energy Manager, Florida Water Star, FGBC and LEED-H certification agent, and Thermography specialist.

Certifications - Florida Water Star Inspector, Florida Green Building Coalitions' Green Home Certifier, LEED-H field agent, Certified Energy Manager (Test passed – experience submitted for final review), Six Sigma Green Belt and Design for Six Sigma Trained

Richard Vento
17438 Homes Mill Avenue, Jacksonville, Florida. 32226
904.665.6764
ventri@jea.com

Summary	Highly experienced executive in the utility industry. 27 years of progressive experience in electric, water and sewer utility planning, operations and maintenance.
Areas of Expertise	<ul style="list-style-type: none">• Water and Electric System Operations and Maintenance• New Product Development• Program Development and Implementation• Load Research• Demand Side Management• Advanced Metering Data Integration
Experience	<p>JEA 2005-Present Director of Demand Side Management <i>Created a multi-year business plan for the integration of Demand Side Management and Load Research into related utility processes.</i></p> <p>Responsible for:</p> <ul style="list-style-type: none">◦ Development and delivery of electric system demand side management programs◦ Development and delivery of water and sewer system demand side management programs◦ Development and delivery of electric and water Load Research capability◦ Leveraged use of AMI systems in Demand Side Management and Load Research processes. <p>JEA 2002-2005 Director of New Technologies <i>Created a division to identify, evaluate and recommend emerging technologies that would benefit the utility.</i></p> <p>Responsible for the following technology deployments:</p> <ul style="list-style-type: none">◦ Pilot program to demonstrate the use of broadband over power lines.◦ Pilot program to remotely monitor the status of streetlights.◦ Stabilization and encasement technologies for marine pilings supporting transmission towers.◦ 3G and EVDO cellular communications for field personnel to improve throughput by a factor of 10.◦ Commodity laptops in lieu of “hardened” laptops in field service vehicles.◦ Smart Phones for remote email, calendar and contact management.◦ Internet based conferencing for voice and video.

JEA

1999-2002

Director of Water and Wastewater Operations and Maintenance

Managed all aspects of water and wastewater treatment O&M. Reorganized to ensure all regional treatment plants were managed as individual cost centers with performance accountabilities at the plant manager level.

Responsible for the following:

- 40 % decrease in the number of non-compliance events
- Substitution of sodium hypochlorite for gaseous chlorine in potable water treatment
- Substitution of UV for gaseous chlorine in waste water sterilization

JEA

1988-1999

Manager, Generation Station Systems

Managed the maintenance of 3 steam units and 4 combustion units.

Responsible for:

- Combined maintenance of Mechanical, Electrical and Instrument and Control equipment.
- Reduced expenditures by 30%
- Reduced work backlog by 25%
- Improved availability by 20%

Education

Bachelor of Science in Business Administration from
University of Florida
Associates Degree in Biology
Associates Degree in Electronics

Memberships

Instrument Society of America
American Society of Energy Professionals
Toastmasters International

of customers most likely to adopt more efficient rate and with most potential for energy savings improvements.

SYNERGISTIC ACTIVITIES:

- C.E.M. Certification December 2008
- Six Sigma Green Belt Certification, January 2005. Familiarity and use of DMAIC and data mining tools.
- Completed JEA Leadership Challenge.
- Strong interpersonal, communications and public speaking skills, experienced in delivery of presentations to various customer groups, development and delivery of training classes. This experience includes developing working relationships at many organizational levels, and providing effective communication skills to assist in mapping of current processes.

PAYSON J. TILDEN
DSM Energy Efficiency Program Manager
JEA, Tower 12
21 W. Church Street,
Jacksonville, FL 32202
(904) 665-6187
tildpj@jea.com

Education:

Bachelor of Arts in Political Science, University of Florida, Gainesville, Florida; 1965.

Professional Experience:

JEA, 21 W. Church St. Jacksonville, Florida

DSM Energy Efficiency Program Manager – November 2007 to Present:

Responsible for management and oversight of the design, implementation and operation of residential energy efficiency programs including the ENERGY STAR Products Program (customer rebate program), the Neighborhood Energy Efficiency Program (a targeted low income program), and the Residential Existing Homes Systems Upgrade Program (incentive-based program for all residential customers) for JEA, the electric, water, and sewer utility for the Greater Jacksonville Metropolitan area. Current budgets total approximately \$4,000,000 for FY2010.

Oakland Livingston Human Service Agency (OLHSA), Pontiac, Michigan

Assoc. Director of Housing and Energy -1998-2001, Deputy Director of Housing and Energy – 2001 to November 2007:

Responsible for administering the Dept. of Energy (DOE) Weatherization Assistance Program (WAP); the Low Income Home Energy Assistance Program (LIHEAP); Community Development Block Grant (CDBG) programs for expanded weatherization, energy education, and minor home repair in several cities and for the County of Oakland outside of Detroit; Michigan Public Service Commission Low Income Energy Efficiency Program (LIEEF); Michigan State Housing Development Authority (MSHDA) Housing Counseling; and affordable housing new construction projects for Oakland County, MSHDA, and the City of Pontiac overseeing building projects resulting in 44 homes for first time homes buyers, 28 of which were Building America ENERGY STAR homes. Manager of a staff of 11 persons and 20 sub-contractors with budgets totaling approximately \$4,500,000. Programs provided insulation, major air sealing, and furnace inspections for low income, senior and disabled residents of Oakland and Livingston counties, housing rehabilitation, acquisition/rehab, energy education and housing counseling classes, and new construction energy efficient affordable housing.

Was certified as a state weatherization inspector and Home Energy Rating (HERS) Auditor. Member of the State Weatherization Training Advisory Council and the State Weatherization Policy Advisory Council. MSHDA and HUD trained and approved Housing Counselor, Member of the national board of Energy and Environmental Building Association (EEBA) and secretary-treasurer of the Executive Committee for EEBA from 1998 to 2004. Presenter at national, regional, and state conferences on affordable housing, energy education, utility deregulation and weatherization.

Weatherization Project Director – January 1992 to January 1998:

Responsible for directing the DOE Weatherization Assistance Program, LIHEAP and CDBG weatherization and energy education programs. Manager of a staff of 9 persons and from 10 to 15 sub-contractors. Responsibilities included grant writing, managing budgets, programmatic reporting,

review of inspections and audits, program compliance, problem solving for clients and contractors, training and technical assistance for staff, contractors and other agencies, and communication with federal, state, and local groups on weatherization –related issues, serving as co-chair of the state weatherization coordinators, and teaching energy education classes.

OLHSA Energy Specialist – November 1987-June 1991:

Responsible for administering the DOE Targeted Fuel Assistance Program for Oakland and Livingston Counties and the Oakland County CDBG Energy Education program. Staff of 4 persons. Due to funding this was a full time temporary position.

Energy Specialist – November 1981 to August 1986:

Worked for the Virginia department of Social Services in the Targeted Fuel Assistance program in Petersburg and Fairfax County, Virginia.

Synergistic Activities:

- Total of 28 years experience in energy-related areas.
- Completed trainings in National Energy Audit, Furnace Inspection, Duct Diagnostics, Manual J Usage, Home Energy Ratings, MSHDA Links to Homeownership.
- Experience in grant writing.
- Experienced in teaching weatherization techniques and energy education to client groups and conference workshops.
- Experience in public speaking. (Bilingual in French and English)

Awards:

- The Michigan Association of Community Action Agencies Association Special Recognition Award for commitment to Community Action, July 2000
- US Department of Energy National Recognition Award for outstanding contributions to the Weatherization Assistance Program, August 2001
- Michigan Weatherization Network Recognition Award for Leadership, October 2004
- The Energy and Environmental Building Association Certificate of Appreciation for five years service on the National Board, October 2004
- Community Economic Development Association of Michigan's Community Development Staff Person of the Year Award, June 2006

Derek DeWayne Igou
3732 Berenstein Drive
St. Augustine, FL 32092
Home Telephone: (904) 940-0132
Work Telephone: (904) 255-7245

EDUCATION AND TRAINING

Chadwick University; Bachelor of Science in Environmental Studies (with Honors) - 1997

PROFESSIONAL EXPERIENCE

October 2007-Present. City of Jacksonville, Environmental and Compliance Department
Deputy Director, Environmental and Compliance Department - Assist the Director in ensuring the successful operation of the following divisions:

The Animal Care and Control Division - ensures animals are properly treated and controlled; implements and enforces laws, regulations, codes and procedures concerning the treatment of domesticated animals; and enforces laws dealing with control of wild animals.

The Environmental Quality Division - administers and monitors the air and water resource management activities, with particular emphasis on pollution control issues; and enforces laws related to environmental (air and water) quality issues.

The Mosquito Control Division - responsible for all activities relating to the control of mosquitoes; performs spraying as needed; and educates the public.

The Municipal Code Compliance Division - enforce codes and laws affecting the quality of life (zoning, safety and cleanliness of private property, housing safety, nuisance abatement, weed control, and similar matters); enforce the Property Safety and Maintenance Code, Chapter 518 of the Jacksonville Municipal Code, which covers Housing Safety, Property Maintenance, Nuisance and Overgrown Lots, Unsafe Structures, and Junk and Abandoned Vehicles.

The Parking Facilities and Enforcement Division - operates public parking lots and garages; enforces the city's parking laws; registration, licensing, inspection and safety regulations for commercial vehicles such as taxicabs, limousines, vessels for hire, vehicles for hire, wreckers and school buses.

September 2008 - assumed the role of "sustainability officer" for the City of Jacksonville per Executive Order 2008-03—Sustainability Policy for City of Jacksonville Departments. The Order addresses five crucial elements (Green Building and Energy Conservation, Vehicle Replacement and Operation, Materials and Waste Management, Water Conservation and Sustainable Maintenance Practices) designed to assist the City in becoming a "green" city.

November 2003-September 2007. City of Jacksonville, Housing and Neighborhoods Department ;
Division Chief, Property Safety Division (now known as the Municipal Code Compliance Division) - Managed a staff of 70 employees, a \$5 million annual operating budget, and supervised and directed administrative staff dealing with code enforcement and abatement activities. Responsibilities included the enforcement of Chapter 518, Ordinance Code, and facilitated activities of code board/Special Magistrates and the Building Code Adjustment Board.

Spearheaded the initiative “Seeds of Change: Growing Great Neighborhoods”, which involved partnering with residents, neighborhood associations and businesses, community and faith leaders to drive meaningful, measurable and visible change in neighborhoods across the city.

2000 – November 2003. City of Jacksonville, Regulatory and Environmental Services Department; Division Chief, Public Parking Division - Manage a staff of 60 employees, a \$4.5 million annual operating budget, and supervised and directed administrative staff associated with four activities (On Street Enforcement, Meter Maintenance, Lot and Garages, and the City’s Motor Vehicle Inspection Station). Responsible for parking facilities, and operations and regulatory enforcement of state and local laws dealing with parking, vehicles for hire, vehicle safety inspections for taxi cabs, limousines, ambulances, wreckers, school buses, city vehicles and voluntary private vehicles, as well as the formulation and direction of the Public Parking Division’s Strategic Business Plan and legislative development.

1998 - 2000. City of Jacksonville, Regulatory and Environmental Services Department; Cable Franchise Manager - Duties consisted of administrative work associated with monitoring the cable television franchise operations for compliance with city and federal regulations, investigating and resolving customer complaints, and public relations. Developed, recommended, and implemented new and revised ordinances, rules, policies and procedures to improve the effectiveness of the functions of the program. Promulgated rules governing relationships between subscribers and the cable franchise operation.

Public Relations Manager - Made formal/informal presentations to public and private sector organizations, media representatives, and public officials to promote and publicize the goals and accomplishments of the department. Prepared and oversaw the production of public information spots via the electronic media and newspaper. Researched, conducted interviews, developed, prepared, wrote and edited reports, media releases and speeches (internal/external uses).

1989 - 1998. City of Jacksonville, Regulatory and Environmental Services Department; Engineering Technician III - Duties consisted of advanced technical investigations and enforcement of federal, state and local pollution control laws pertaining to air and storage tank regulations, and analyzed statistical data to determine compliance of air and storage tank systems. Worked with environmental consultants on site remediation for soil and groundwater contamination. Assisted in developing standard operating procedures for state inspection of closures of regulated tank systems. Conducted quality assurance/quality control audits on departmental inspections. Calibrated and operated pollution control monitoring equipment in adherence to standard methodology.

Engineering Technician II - Inspected and monitored facilities and processes to ensure compliance with federal, state and local air pollution regulations. Performed emission calculations to maintain emission inventory accounts and utilized knowledge of various pollution control equipment and EPA test methods for source sampling.

1988 - 1989. Jacksonville Electric Authority, 233 West Duval Street, Jacksonville, FL 32202; Temporary Assignment - Developed and managed a maintenance evaluation system for all electrical underground equipment. Administrative duties included budgeting, forecasting and supervising all work performed, as well as monitoring all new underground residential development projects for street light authorization in the area serviced by the utility.

PETER CURTICE

OBJECTIVE

Lead behavior-based conservation programs that help our utility partners decrease residential electricity demand by at least 500 gigawatt hours per year, every year.

EXPERIENCE

January 2009 – Present

OPOWER, Raleigh, NC

Director, Client Solutions

- Revenue and program responsibility for OPOWER programs in FL, GA, IN, KS, KY, MI, NC, OH, SC and Ontario.
- In 2009, drove programs that added 250,000 new homes to the OPOWER Smart Grid and Energy Efficiency platform. Residential electric customers will save over \$38M over the next five years.
- Lead cross functional team of program managers, implementation engineers and analysts to deliver cost-effective, verified kWh and Therm savings for our utility partners.

January 2008 – December 2009

Blue Line Innovations, Raleigh, NC

Director, Sales and Marketing

- Complete revenue responsibility for web, retail, electric utility and home builder channels for market leading in-home energy display manufacturer.
- Frequent speaker at PUC meetings, IOU Energy Efficiency/DSM conferences, graduate school courses and home builder conferences.

August 2001 – December 2008

SAS Institute Inc., Cary, NC

Global Account Director

- Drove over \$30M in new software revenue.
- Led cross-functional, global team of account executives, engineers, analytical consultants and support staff to ensure client needs are met fully.
- Projects focused on customizing software platform to help Fortune 500 clients solve most vexing, complex and data intensive business issues, including: quality control improvements for pharmaceutical manufacturing processes; optimal call/data routing methodology for capacity constrained mobile phone carriers; and customer churn prediction and prevention.

October 1999 – May 2001

ServiceMagic.com, Golden, CO

Director, Product Management

- Led 10-person team responsible for all business-to-business and business-to-consumer product definition including complete e-commerce model.
- Designed optimal product release processes integrating operations, finance, product development, marketing, sales and business development functions.

September 1997 – September 1999

Sprint, Dallas, TX

Group Manager, Data Applications Marketing and Strategy

- Led 11-person team to achieve 16% year-over-year revenue growth exceeding \$2B target.
- Launched three new indirect sales channels that produced \$30M in new revenue in first year.
- Led cross-functional team of division executives (VP and above) to create three year business plan for multi-billion dollar division.

June 1996 – August 1997

Sprint, Kansas City, MO

Senior Market Manager, Consumer Services Group

- Launched first product offering for Work-At-Home segment. Led 15-person cross-functional team to achieve national launch.
- Responsible for residential toll-free product sales. Achieved \$37.7M in revenue, 196M network minutes and 245k new accounts in 1997. Surpassed goals by 7%.

May 1991 – August 1995

Special Olympics, Raleigh, NC

Director of Resource Development

- Over four years, increased revenues 75% to \$2.5M while decreasing cost of fundraising from 35% to 21% of annual budget
- Led and supervised a team of two staff, three consulting groups, and 400 year-round volunteers
- Created and implemented cause-related marketing campaigns with Fortune 500 banking, retail, and food service partners

EDUCATION

Aug 1995– May 1997

Fuqua School of Business, Duke University

- Master's, Business Administration

August 1986– May 1990

University of North Carolina at Chapel Hill

- Bachelor's of Science, Business Administration

ADDITIONAL INFORMATION

- Married to Gretchen Curtice. Three children Jack – 10, Noah – 5, Barrett - 3
- Member, Board of Directors, Urban Ministries of Wake County
- Mountaineer, Triathlete and Surfer

2114 PINE DRIVE
RALEIGH, NC 27608
919-538-2393
PETE.CURTICE@OPOWER.COM

Jeffrey M. Kohler

P.O. Box 5311

Martinsville, VA 24115

(276) 666-8890

jkohler@vpmep.org

work

experience

- Virginia's A.L. Philpott Manufacturing Extension Partnership (VPMEP)** **Martinsville, VA**
- 2000 – present *Executive Director.* Responsible for all operations involved in providing consulting and educational services to industries throughout the state of Virginia. Report directly to the Board of Trustees of VPMEP. Accountable for funding and external relationships. Stakeholders include the local, state, and federal government along with the National Institute of Standards and Technology (NIST). Consulting areas include lean, six sigma, quality, culture, and strategy. Negotiated significant collaboration agreement with Virginia Tech to facilitate branding and technology transfer. Tripled key performance measures of economic impact, bookings, billings, and cash.
- Stoneville Furniture** **Stoneville, NC**
- 1999 – 2000 *President.* Developed and began implementation of strategy to move company out of low-margin metal casual dining furniture. Leveraged the use of cutting-edge internet retailing and distribution.
- Artec Business Unit of Kimball International** **Jasper, IN**
- 1993 – 1999 *General Manager.* Doubled sales and profits of high quality manufacturer of wood systems office furniture. Provided leadership to five hundred people at three facilities with a half million square feet of total space. Instituted total quality system with ISO 9001 registration. Planned and implemented ten million dollar plant modification. Created highly successful leadership team. Achieved best economic value added performance of over thirty business units in company.
- Knoll Division of Westinghouse Electric** **East Greenville, PA**
- 1983 – 1993 *Manager of Seating Operations, Director of Planning, Director of Quality Assurance, Plant Superintendent, Superintendent of Fabrication, Manufacturing Support Manager, Manager of Wood Machining, Manager of Systems Assembly, Second Shift Production Manager.* Integrated all North American and European seating operations into one world-class facility. Achieved the unprecedented record of one entire year of the perfect on-time completion of every customer commitment. Implemented total quality management and just-in-time system. Initiated statistical process control. Championed self-directed work teams. Reduced inventory by one-third.

education

- Harvard Graduate School of Business Administration** **Boston, MA**
- 1980 – 1982 Master in Business Administration with emphasis on operations.
- Massachusetts Institute of Technology** **Cambridge, MA**
- 1974 – 1978 Bachelor of Science in Mechanical Engineering with emphasis on manufacturing.

boards

current

Manufacturing Technology Center at Wytheville Community College
Southside Business Technology Center in Martinsville and Henry County
Virginia Applied Technology and Professional Development Center at Old Dominion University
West Piedmont Workforce Investment Network
Workforce Services at Danville Community College

SYNERGISTIC ACTIVITIES:

Residential Outreach Model

- Design and implement outreach program for residential participants
- Create and deploy outreach strategies and materials
- Participated in over 60 public forums and community meetings
- Developed and managed 2 residential canvasses, reaching over 3,000 households
- Engages in online marketing through Energy 2.0 blog, CEA website, and new Smarter Cambridge site.

Community Replication

- Presented on CEA's replicable model to ICLEI through an online webinar
- Consulted with multiple communities on potential Energy Alliance programs in communities in Portland, Tokyo, Belmont, Somerville, New Orleans, and Cincinnati.

PROFESSIONAL EXPERIENCE:

Community Outreach manager. Cambridge Energy Alliance. Cambridge, Massachusetts. February 2009 – Present.

- Engages residents and small businesses to participate in energy efficiency programs and services.
- Coordinated the redesign of the small residential and commercial audit program
- Volunteer recruitment and training
- Grant writing and program development
- Committee Participation: Climate Protection Action Committee, Home Energy Efficiency Team, Green Decades, and Councilor Decker's Youth Committee.

Global Warming/ Clean Energy Coordinator. Clean Water Action (CWA). Boston, Massachusetts. July 2007 – January 2009

- State House lobbyist on global warming and renewable energy legislation: Energy Bill (S. 2468 / H. 4373), Global Warming Solutions Act (H. 2540)
- Presented testimony on renewable energy legislation and proposals including Biofuels Renewable Energy Task Force, Cape Wind, Green Jobs
- Northeast coordinator for the Regional Greenhouse Gas Initiative working group
- Obtained \$150,000 grant from the Massachusetts Technology Collaborative
- Coauthored Energy Foundation grant for \$60,000
- Co-coordinator of the Massachusetts Climate Coalition- 80+ members
- Committee participation: Action for Regional Equity, Massachusetts Green Jobs Coalition, New England Climate Coalition, & New England Clean Energy Collaborative.

Development Associate & Community Outreach Coordinator. Mountain Area Information Network (MAIN). Asheville, North Carolina. September 2006 – June 2007

- Raised approximately \$30,000 for WPVM Fund Drive

- Planned and led staff retreat and board strategic planning session
- Developed volunteer underwriting program and commission-based sales positions
- Completed seven grants
- Coordinated media events

Project Manager. Keimblatt Oekodorf, Austria, September 2005 – June 2006

- Co-organized two week Ecological Design Course, April 2006
 - Course Instructor
 - Co-designed course criteria, budget, and program activities
- Planned *Community Design* course certified by Gaia Education
- Developed EU grant supported volunteer program

Public Relations Coordinator. Ecological Design Center, University of Oregon. 2004-2005

- Advertised for events, workshops, and conferences
- Co-organized Holistic Options for Planet Earth Sustainability Conference. April 2005

Community Advocate. Railroad Pollution Coalition, Oregon. 2004-2005

- Designed and coordinated community design process for West Eugene rail yard site
- Terminal Project: Advocacy Planning in Action: Case of the West Eugene Railyard, June 2005

Project Research & Design. School Siting Project. Community Planning Workshop, University of Oregon. Spring 2004

- Designed school district questionnaires/ interviews
- Conducted research and school siting analysis
- University of Oregon Community Planning Workshop. The Oregon School Siting Handbook. June 2005. <http://www.oregon.gov/LCD/TGM/docs/schoolsitinghandbook.pdf>

Community Organizer and Project Planner. Resource Assistance for Rural Environments, Oregon. 2002-2003

- Granted \$600,000 to create community center/ fire station
- Organized and received \$15,000 dollars in grants to run two-month youth summer program
- Orchestrated downtown art revitalization program
- Developed 1000 sq/ft garden for Falls City School District education program

Small Business Development. Peace Corps, Nicaragua. 2000-2002

- Developed a women's pottery cooperative (20 members)
- Received \$500 grant to repair community preschool (Built two latrines, painted school, and bought new school supplies)
- Organized two day national Gender and Development Conference for over forty youth

EDUCATIONAL BACKGROUND:

- **Masters Degree:** *Community and Regional Planning.* University of Oregon, 2005.
- **Permaculture (Ecological) Design Certified.** Lost Valley Education Center, Oregon. July-August, 2004.
- **Undergraduate Degree:** *Economics and International Political Science.* University of Central Florida, 2000.

PAUL W. GROMER
PEREGRINE ENERGY GROUP

EDUCATION

- Harvard Law School, J.D., *cum laude*, 1984
- Middlebury College, B.A., *summa cum laude*, 1981
- Oxford University, 1979-1980

EXPERIENCE

President **1992-present**
Peregrine Energy Group

- Founder and chief executive of firm providing energy consulting and energy information services.

Commissioner of Energy Resources **1989-1992**
Commonwealth of MA

- Chief state energy policy official responsible for policy development and energy program management.

Chairman **1989-1991**
Massachusetts Energy Facilities Siting Council

- Chairman of state regulatory agency responsible for power plant siting and utility planning

Assistant Secretary and Legal Counsel **1987-1989**
Massachusetts Executive Office of Consumer Affairs and Business Regulation

- Attorney and policy official in state cabinet office responsible for oversight of agencies regulating utilities and insurance companies

Attorney, Foley, Hoag & Eliot **1984-1987**

- Attorney in private practice.

PROFESSIONAL ACTIVITIES

- Board of Directors, New England Clean Energy Council (2007-present)
- Co-chair, Energy and Utility Law Committee, Boston Bar Association (2007-2008)
- Member, Massachusetts Energy Efficiency Advisory Council (2008-present)
- Member, Connecticut Long-Term Sustainable Solar Strategy Work Group (2008)

SAM LEVINE
PEREGRINE ENERGY GROUP

EDUCATION

Sloan School of Management, MIT, Cambridge, MA, MBA, 1991.

- Concentration in Information Technology, Management of Technology, and International Studies. Teaching Assistant for two Information Technology Classes. Developed an Information Technology course with Professor Richard Wang to help business students develop an understanding of database technology, user requirements, and the database industry.

Massachusetts Institute of Technology, Cambridge, M.S. & B.S. in Computer Science, 1987.

- Concentration in Computer Science and Artificial Intelligence. As part of Master's Thesis, developed an intelligent front end to model and integrate data from multiple, heterogeneous databases. This project forms the basis of the MIT Composite Information Systems Project.

EXPERIENCE

Chief Technology Officer

Peregrine Energy Group, Boston, MA

2008 – Present

- Activities and projects in support of Peregrine's utility information offering, including improving data collection and reporting processes and identifying and developing new markets for services.
- Other consulting engagements include:
 - Design an extranet to help utilities share best practices for energy efficiency programs.
 - Coordinate enlistment of business customers for energy usage improvement projects.
 - Analyze the impact of state incentives on renewable energy projects.

Partner

Community Glue Development, Brookline, MA

2005 – 2008

- Partner in a real estate development company, focused on converting underutilized industrial and commercial spaces into affordable, creative living communities.
- categorizing and responding to customer support email messages. Helped set strategic direction for this venture-funded organization. Established and managed key technology partnerships.

SAM LEVINE

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Founder and CEO

IntelliReach Corporation, Dedham, MA

1999 – 2005

- Founded and bootstrapped a software company focused on corporate concerns around email including Spam, compliance, security, and archiving. I wrote the first product, and managed the development of others. Negotiated licensing arrangements to market and sell related products. Acquired two software companies to expand our product line. Grew the company to \$7M in sales and 55 employees by 2004, making Fast 50 and Software 500 lists for several years in a row. Raised \$7M in venture capital in 2004. Company purchased by Infocrossing in 2006.

CTO, Product Manager

WiredEmpire, Burlington, MA

1998 – 1999

- Managed the design and development of a web-based solution for categorizing and responding to customer support email messages. Helped set strategic direction for this venture-funded organization. Established and managed key technology partnerships.

Vice President, Groupware Division

Synaxis Consulting, Needham, MA

1993 – 1998

- Managed the development 50+ sales, marketing, and financial applications using rapid incremental development, graphical user interface technology, and multi-dimensional and relational database systems. Created a separate division – Alertware – to develop tools to analyze corporate email systems (acquired by Netpro in 1997). Managed a joint venture with Banta to market an application for customized office supply catalogs. Created a custom book assembly system for Courier Corporation. Synaxis was acquired in 1997 by Bisys.

Founding Principal

QDB Solutions, Cambridge, MA

1991 – 1992

- Responsible for product development and consulting services for a data quality start-up company. Developed QDB/Analyze, a tool to identify and track data quality errors. Developed and delivered seminars in data quality management.

Member, Technical Staff

GTE Laboratories, Waltham, MA

1987 – 1989

- Developed expert systems to maintain telephone company lines and switches. Developed a set of standardized practices for building expert systems.

SAMUEL D. GECHTER

PEREGRINE ENERGY GROUP

EDUCATION

- University of Oregon, BS in Business Administration, 1997

EXPERIENCE

Director, Information Services

Peregrine Energy Group, Inc.

2009 - Present

- Developing interactive reporting interface for the Massachusetts Department of Energy Resources' Energy Information Reporting System, which will provide energy usage and emissions information, combined with building portfolio data, to all 351 cities and towns in Massachusetts.
- Managing the annual update and analysis of the Clean Energy States Alliance National Database, which documents nearly 70,000 renewable energy projects supported by state energy funds.

Analyst for Monitoring, Evaluation, and Policy

Massachusetts Technology Collaborative, Renewable Energy Trust **2006 - 2009**

- Oversaw consultant contracts totaling \$640,000, evaluating over \$180 million in programs.
- Led and guided team to develop and implement a monitoring and evaluation plan and metrics database for \$25 million Green Affordable Housing Initiative.
- Supervised consultants on post-occupancy study, evaluating effectiveness of \$13 million Green Schools Initiative. Guided writing of report to ensure the greatest relevance and value to stakeholders.
- Developed new ways to visually present and analyze the progress and effectiveness of Trust initiatives.
- Led effort to reclaim funding tied up in cancelled and not yet closed-out project awards, resulting in over \$4 million being made available again for new project funding.

Systems Administrator for Document Control and Information Management

Hill International, Washington, D.C.

2003 - 2006

Hill is a global leader in construction consulting with over \$150 billion in construction management and construction claims projects

- Promoted to manage document control, records management and Internet-based collaboration systems for \$600 million National and Regional Bio-containment Laboratory Construction Grant Program for National Institute of Allergy and Infectious Diseases, National Institutes of Health.

Samuel D. Gechter

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- Created new processes and procedures for managing sensitive documents and subcontractor review of lab designs.
- Planned, executed and controlled document discovery project for \$13.6 million construction claim against the US General Services Administration, resulting in a document database that allowed team to quickly search over 142,000 project records.
- Managed \$400,000 document control budget for claim. Created new budget scenario planning tool, and new inventory control systems. Linked two systems to monitor cost of work done in near real time. Brought project in under budget and completed work in record time.
- Performed analysis on data, designed report and trial exhibit graphics for multiple claims, including Honeywell Central Artery Tunnel Project (Big Dig), Boston, Massachusetts (\$100 million claim value) and U.S. Courthouse and Federal Building, Islip, New York. (\$80 million claim value).

Internet Advocacy Manager

M&R Strategic Services, Washington, D.C.

2002

Provider of tailored campaign strategies and services to nonprofit public interest organizations

- Managed relationships for clients with their technology vendors.
- Resolved usability, reporting, administration, and design issues on new Web-based advocacy program. Tracked vendor progress on over 50 outstanding issues at any one time.
- Modified client's database to track activists' interests and participation. Allowed the client to increase campaign effectiveness by matching activists with their issues of interest.
- Successfully transitioned database with over 50,000 activist records to new vendor system.

Web Information Architect

Hillel, Washington, D.C.

1998 – 2001

Campus organization providing opportunities for students at more than 500 colleges and universities

- Supervised designer and developer on projects and day-to-day maintenance of Hillel's Web sites.
- Guided strategy and content development of Hillel's main web site, taking it from 100 pages to 2500 pages. Dramatically increased resources available online to students and staff while simultaneously increasing usability of site.

CERTIFICATIONS

Project Management Professional (PMP) by the Project Management Institute, 2006

KARI HEWITT, LEED AP
PEREGRINE ENERGY GROUP

EDUCATION

- Tufts University School of Urban and Environmental Policy & Planning, M.A., 2008
- Smith College, B.A., 2004

EXPERIENCE

Manager of Analytical Services
Peregrine Energy Group, Boston, MA **2009 – Present**

- Responsible for quality control and analysis of energy use and building data.

Energy Specialist
City of Cambridge, Cambridge, MA **2009 – Present**

- Assists with energy management of City buildings by maintaining energy consumption databases; analyzing consumption trends and project costs and payback periods; and developing consumption reports
- Coordinates Cambridge *GreenSense* program, serving as primary liaison with participants and project consultants in order to advance energy awareness and sustainability programs

Consultant
Department of Neighborhood Development, City of Boston, Boston, MA **2008 – 2009**

- Analysis and reporting on loan agreements, affordability covenants and other housing finance documents for DND-funded cooperative initiatives and other affordable projects

Research Associate
Second Nature, Inc., Boston, MA **2008**

- Assisted in development of the American College and University Presidents Climate Commitment (ACUPCC) Voluntary Carbon Offset Protocol and accompanying guidance documentation for higher education institutions implementing climate action strategies:
<http://presidentsclimatecommitment.org/offsetprotocol.php>
- Research, writing, and meetings on complexities, standards, registries, and project types in the carbon offset market; Miscellaneous research on sustainability issues in higher education

KARI HEWITT

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Associate

New Ecology, Inc., Cambridge, MA

2007 - 2008

- Researching and reporting on availability and feasibility of green components for new affordable housing projects as well as energy conservation and greening strategies for existing buildings, including conducting building audits
- Assist with 2008 Regional Sustainable Development Forum; general fundraising; grant applications
- Research for and development of web-based information sharing tool for green affordable housing development
- Research, planning, and greening trainings for private homeowners and small businesses