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Beth S. Greenblatt
Managing Director

January 14, 2019

Mr. Brian LeBrun
Deputy City Manager-Finance
41 Green Street
Concord, NH 03301

RE: Owner's Agent Support Services for Solar Photovoltaic Systems

Dear Mr. LeBrun:

Beacon Integrated Solutions ("Beacon") is pleased to present this proposal to provide Professional Owner's Agent Services in support of the City of Concord's goal to engage a qualified solar firm to provide solar photovoltaic assets on various publicly-owned properties in Concord.

Beacon prides itself as being an owner's advocate, and does not provide professional services to Energy Services Companies, solar developers or solar integrators; thereby eliminating any potential for conflict in openly and objectively evaluating vendor proposals, work products or assisting/overseeing the implementation of performance-based energy programs.

As discussed herein, Beacon is an independent Massachusetts woman-owned energy management solutions firm specializing in energy procurement, energy management, renewable energy solutions and energy performance contracting strategies. We stand ready to assist you in implementing this exciting project and welcome the opportunity to discuss our qualifications in further detail. Thank you in advance for your consideration. If you have any questions or need additional information on our credentials or client references, please do not hesitate to contact me directly at 617-469-2172.

Best personal regards,

Beth S. Greenblatt

Beth S. Greenblatt

Cc: Beth Fenstermacher
Tina Waterman

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1. EXECUTIVE SUMMARY

Beacon Integrated Solutions (“Beacon”) is pleased to present this proposal to the City of Concord (“Concord”) to provide Professional Owner’s Agent Services in support of Concord’s efforts to engage a qualified solar developer/integrator to provide renewable energy assets, specifically solar photovoltaics on property/facilities owned by Concord.

Beacon prides itself as being an owner’s advocate, and does not provide professional services to ESCO’s and/or solar developers/integrators; thereby eliminating any potential for conflict in openly and objectively evaluating work products, in developing and negotiating commercial agreements, and in assisting or overseeing the implementation of the projects.

Beacon understands the key issues in dealing with the ever-increasing complexity of energy utilization in facilities owned and operated by municipalities, as well as the infrastructure that delivers this energy. Beacon is an independent Massachusetts woman-owned energy management solutions firm specializing in energy procurement, energy management, renewable energy assets and energy performance contracting strategies.

Beacon provides our clients with a seamless, integrated approach to developing and implementing supply and demand-side energy solutions. We offer our clients unparalleled certainty of process in solution development. As such, we develop and manage the implementation of leading-edge energy solutions for public sector and private clients including energy efficiency improvements, renewable energy solutions (including power purchase and net metering arrangements), performance contracting and demand management programs.

Our clients have benefited from our proven experience by optimizing energy economics through infrastructure upgrades, new renewable energy installations and procurement strategies. Beacon’s principals have been directly involved in the energy services and solutions development arenas for over two decades, have specific and direct experience in performance-based energy and renewable projects, and have managed performance-based energy efficiency programs for local public utilities.

Beacon regularly draws on our strategic alliances of experienced project technical, operational and finance professionals, engineers and energy outsourcing specialists with specific expertise in energy efficiency, performance contracting and commodity advisory and procurement. Beacon utilizes these external resources, as needed, to compliment the expertise of its principals to ensure that our clients receive best quality and high value services.

Concord seeks to engage a consultant with specific expertise and recent experience as an Owner’s Agent helping municipalities throughout the lifecycle of its renewable energy projects which a specific focus on procurement support, vendor selection and commercial contracting for solar generation and net metering. Beacon’s experience is both relevant and recent. Our experience



helping clients engage a solar firm for performance-based renewable energy projects are demonstrated by several northeast client engagements including:

- ▶ Town of Needham, Solar development on the capped landfill
- ▶ Town of Weston, Solar development on the capped landfill and rooftop
- ▶ City of Pittsfield, Solar development on the capped landfill
- ▶ Pittsfield Municipal Airport, Ground-mounted solar development
- ▶ City of Northampton, Solar development on the capped landfill
- ▶ Town of Lenox, Solar development on the capped landfill
- ▶ Town of Stockbridge, Solar development on the capped landfill
- ▶ Town of Williamstown, Solar development on the capped landfill
- ▶ Town of Dover, Solar development on the capped landfill
- ▶ Town of Ashland, Solar development rooftops, carport canopies and at the capped landfill
- ▶ Town of Shirley, Solar development on the capped landfill
- ▶ Town of Duxbury, Rooftop solar development on schools
- ▶ Town of Easton, Rooftop solar development on schools
- ▶ Town of Sunderland, Ground-mounted solar development

Benefits to Concord

Beacon is uniquely qualified to help Concord achieve its goals. Key elements of our unique qualifications for this role are:

- ▶ Our unique client-centered approach, which focuses first on understanding and defining the needs and desires of Concord's stakeholders, and then developing solutions to meet those needs;
- ▶ Our ability to understand the perspective of potential vendors, leading to win-win contracting relationships for Concord in the project implementation and performance terms; and
- ▶ Our business model focuses exclusively on helping end-users optimize energy infrastructure, implement renewable energy solutions and improve energy efficiency. We do not work for energy services companies, solar developers or solar integrators in any capacity and therefore are not conflicted as we guide our clients through the selection process.



2. SCOPE OF WORK

TASK 1: PROCUREMENT SUPPORT

Strategy Development Support:

Beacon will assist the City in developing a sound approach, business strategy and methodology to procure renewable energy asset services through a comprehensive solicitation process for a Power/Group Net Metering Purchase Agreement, Lease Agreement and Payment in Lieu of Tax Agreement ("PILOT"). Beacon's proposed strategic approach is collaborative and will allow the City to define its economic thresholds, commercial terms, implementation schedule and overall project goals.

Solicitation Development:

Beacon will modify the Request for Proposals issued in August 2015 for Solar Photovoltaic Systems at various City-owned parcels. The modifications will include, among others:

- ▶ Remove from the solicitation the Wastewater Treatment Facility located at 7 Penacook Road, Penacook.
- ▶ Include a more detailed discussion and template of the City's PILOT requirements.
- ▶ Include updated areas for solar development at the Wastewater Treatment Facility located at 125 Hall Street, Concord.
- ▶ Include language requiring solar development to be virtually net metered to Unitil with benefits accruing under the New Hampshire Group Net Metering Rules.

The solicitation document requirements will comply with the Concord's standard contracting terms and conditions and would at minimum include the scope of work to be performed, project requirements, a detailed description of Concord's procurement process and terms and conditions, pricing scenarios, a detailed project schedule and specific evaluation criteria. A key component to the solicitation document includes Beacon's pricing options workbook, which enables qualified solar firms to present varying pricing structures under a volumetric formula with and without PILOT and lease revenue. Beacon's pricing workbook enables solar firms to provide varying scenarios in the same format to allow for a direct financial comparison among proposals.

Solicitation Support:

Beacon will support Concord throughout the procurement process providing leadership in responding to vendor inquiries and supporting the Purchasing Manager in issuing addenda.

Pre-Proposal Conference and Site Visit Facilitation:

Beacon will facilitate the activities for a pre-proposal conference and site visit in advance of vendor proposal submission. Such pre-bid conference shall provide interested bidders with project background, overview of the site and proposal requirements. Moreover, the pre-bid conference will include site tours of the locations.



Commercial Contracting Support:

Beacon will work with the City Solicitor to include a specimen form of contract for each the Power/Group Net Metering Purchase Agreement, Lease Agreement and PILOT Agreement. Relying on the previous procurement process, Beacon believes that specimen agreements can be readily adapted for inclusion in the Request for Proposals.

TASK 2: VENDOR SELECTION SUPPORT

Conduct Commercial Review of the Proposals

Beacon will work with Concord to evaluate the response from each vendor, conduct a thorough commercial review of each proposal and develop questions to the vendors that require clarifications to technical, economic, operational and financial issues identified.

As Concord is aware, market participation for contracting for solar photovoltaic development in the Northeast has expanded exponentially over the past few years. There are many solar firms highly qualified to design-build complex ground-mounted installations. Some have experience implementing ground-mounted installations on open land or environmentally sensitive land, while others enjoy a stronger position also implementing roof or structure-mounted installations such as carport/canopies. Additionally, many solar firms have expertise pairing solar generation with battery storage.

Typically, market participants include originators who team with developers, EPC contractors, lenders and others, or full service solar development firms that offer the full range of expertise under one umbrella, except for environmental engineering and permitting. Beacon's knowledge of the market participants operating in the Northeast, and their success in developing and building solar photovoltaic projects allows Beacon to critically review proposals and assess qualifications.

Further, Beacon monitors the governmental programs that influence the growth of the renewable energy market in New Hampshire. Among them are federal tax incentives, group net metering, net metering, renewable energy credits ("REC"), utility interconnection and state incentive programs. Understanding the then current opportunities, and the impact these opportunities have on project pricing, enables Beacon to better assess the completeness and reasonableness of the proposed price offerings. Additionally, Beacon actively monitors the on-going regulatory activities that impact the timing, cost and feasibility of utility interconnections.

Finally, Beacon will assess the reasonableness and completeness of each vendor's proposed decommissioning plan and assurance, and advise Concord as to the various types of arrangements suitable for a project of this magnitude.



Manage Evaluation and Interview Process

Beacon will provide Concord with evaluation tools to empower the City to objectively evaluate the vendor proposals on a qualitative and quantitative basis; with the metrics weighted based on the relevant importance of each factor.

Beacon will support the interview process, providing structure and guidance to ensure Concord is able to evaluate the vendors on an apples-to-apples comparison basis, and properly defend its final selection. To that end, Beacon will provide interview guides and questions to Concord to ensure the interviews are productive, timely and allow for a complete investigation of proposals and domain experience.

TASK 3: FINANCIAL MODELING

Renewable electric generation produces attributes that result in financial benefits to owners and hosts. Specifically, the attributes of energy generated from renewable sources is twofold. First, there is the actual electricity generated, which in the case of the Concord project, will be delivered to Unitil for the benefit of Concord, and group net metered to Concord in the form of a financial credit from Unitil.

The second benefit includes the financial incentives associated with the environmental attributes (RECs) and federal tax incentives such as Investment Tax Credits and accelerated depreciation. The solar net metering benefits are exclusively enjoyed by the host customer ("Host") of the solar energy generating facility and allocated to various utility accounts, while the federal tax incentive benefits only apply to private, tax-paying entities.

Under a solar Power/Group Net Metering Purchase Agreement, Concord will benefit from Group Net Metering directly and indirectly from the federal incentives in the form of a "subsidized" volumetric rate for the energy generated and delivered to Unitil exclusively for the benefit of Concord. In New Hampshire, net metering offers the follow attributes:

1. For small-sized systems under 100 kW DC, for every kilowatt-hour of electricity supplied by the Host to Unitil, Unitil is required to pay the Host the current full retail rate of electricity inclusive of supply and delivery charges.
2. Large-sized systems between 100 kW DC to 1 MW DC:
 - a. For every kilowatt-hour of electricity supplied by the Host to Unitil, Unitil is required to pay the Host the value of the current Default Service rate. This covers only the supply costs.
 - b. For all Group Net Metering, the Host can be served by either Unitil under their Default Service tariff or a competitive third-party supplier.
 - c. Large customer-generators eligible for the new alternative net metering tariff only approved by the New Hampshire Public Service Commission on



June 23, 2017 in Order # 26,029, if they consume at least 20 percent of their actual or estimated annual DG system electric production behind-the-meter; otherwise, they must be registered as a group host under RSA 362-A:9, XIV.

As Concord is aware, RECs are the specific environmental attribute, which is tracked and traded in a competitive market. The value of the REC is a significant driver in the financial model for solar photovoltaic investments for project owners.

Beacon will develop a financial model to allow Concord to evaluate the financial benefits and impacts of the projects. Specifically, the financial model will calculate the specific financial benefits from the solar photovoltaic systems by comparing the value of the Group Net Metering credits against the purchase of the generation from the solar photovoltaic assets. The resulting net savings will be presented to Concord for the various systems under consideration. As discussed above, this analysis will be conducted on the varying pricing scenarios captured in Beacon's pricing workbook, to enable Concord to evaluate the optimal financial structure, inclusive of PILOT and any Lease obligations.

TASK 4: VENDOR NEGOTIATIONS AND PROJECT OPTIMIZATION

Once a vendor(s) is selected, Beacon will support the City through negotiations on the commercial terms of the various agreements. This negotiation may include project and system optimization to ensure Concord is obtaining the best value and highest benefit available under then-current Group Net Metering regulations.

Further, critical to a successful long-term agreement is specifying the termination and buyout values of the system under both early termination and contract expiration. While the draft agreements included in the procurement have will established parameters, the values will be determined only when the systems have been sized and selected. Beacon has specific domain expertise in both developing commercial agreements as well as negotiating specific commercial requirements necessitated by such agreements, including decommissioning assurance obligations.

TASK 5: PROJECT MEETINGS, PUBLIC PRESENTATIONS AND SUPPORT

Beacon will support Concord at its meetings with the City Council, Staff and other stakeholders as needed.



3. BEACON REFERENCES

PROJECT REFERENCE	CLIENT CONTACT
City of Northampton 240 Main Street, Northampton, MA 01060	Mr. David Pomerantz Director, Central Services (413) 787-6234 dpomerantz@northamptonma.gov
Town of Needham 1471 Highland Avenue Needham, MA 02492	Ms. Kate Fitzpatrick Town Manager (781) 455-7500 KFitzpatrick@needhamma.gov
Town of Weston P.O. Box 378 Weston, MA 02493	Ms. Donna VanderClock Town Manager (781) 786-5020 VanderClock.D@westonmass.org
City of Pittsfield City Hall 70 Allen Street Pittsfield, MA 01201	Mr. James McGrath Director of Community and Development (413) 499-9344 jmcgrath@pittsfieldch.com
City of Quincy 58 Saville Avenue Quincy, MA 02169	Ms. Shelly Dein Energy and Sustainability Director (617) 376-1542 sdein@quincyma.gov
Town of Sunderland 12 School Street Sunderland, MA 01375	Ms. Sherry Patch Town Administrator (413) 665-1441 townadmin@townofsunderland.us
Town of Williamstown 31 North Street Williamstown, MA 01267	Mr. Jason Hoch Town Manager (413) 458-3500 jhoch@williamstownma.gov
Town of Lenox 6 Walker Street Lenox, MA 01240	Mr. Christopher Ketchen Chief Administrative Officer (413) 637-5500 cketchen@townoflenox.com
Town of Stockbridge 50 Main Street Stockbridge, MA 01262-0417	Ms. Danielle Fillio Town Administrator (413) 298-4170 danielle@townofstockbridge.com
Town of Rutland 246 Main Street Rutland, MA 01543	Mr. Robert Reed Town Administrator (508) 886-4100 rreed@townofrutland.org



4. PROJECT STAFFING

Beacon is an independent Massachusetts woman-owned energy management solutions firm specializing in energy procurement, energy management, renewable energy assets and energy performance contracting strategies.

Since 2004, Beacon has developed and managed the implementation of leading-edge energy solutions for public sector and private clients including energy efficiency improvements, demand response programs, renewable energy solutions, performance contracting and demand management programs. Our clients have benefited from our proven experience by optimizing energy economics through infrastructure upgrades and procurement strategies. Beacon's principals have been involved in the energy services and solutions development arenas for over two decades and have specific and direct experience in performance contracting and renewable energy project structuring.

Beacon's core services include energy and renewable energy management solutions, energy commodity advisory, procurement and management, energy project financing solutions, risk management and strategic communications. Beacon has the necessary diverse experience, local knowledge and presence, and a unique track record of developing demand and supply-side procurement and monitoring programs to help the City meet its energy efficiency and renewable energy goals.

Beacon is comprised of seasoned professionals who have proven experience developing and implementing thoughtful and creative solutions, mapping out strategies based on sound commercial, technical and regulatory assessments, and putting in place implementation programs that guarantee results.

We regularly draw on our strategic alliances of experienced project technical, operational and finance professionals, engineers, lawyers and energy outsourcing specialists with specific expertise in performance based renewable energy projects. Beacon utilizes these external resources to compliment the expertise of its principals to ensure that its clients receive best quality and high value services.

Functionally, Beacon offers the unique opportunity to work with seasoned experts with decades of direct "hands-on" experience implementing performance-based energy management, renewable energy, demand-side management and procurement solutions for customers in the Northeast and has the requisite institutional expertise working as both a provider of services and a client representative.

B. PROJECT STAFFING PLAN

For this engagement, Beth Greenblatt would have primary responsibility to provide the full scope of service to Concord. To the extent Concord requires additional professional engineering or



energy supply sourcing expertise, at Concord's direction Beacon would present the qualifications of industry known professionals and engage their expertise.

Beth S. Greenblatt

Managing Director of Beacon and Primary Project Manager for Concord. Beth is a recognized professional with over 30 years of business, marketing and management experience primarily in the energy services industry. Beth has held various senior strategic management and corporate communications positions in regulated and unregulated energy firms, a management consulting firm, several distinguished national energy services companies, and a national non-profit energy research and development organization.

Beth's professional background includes a decade serving in senior management roles at Boston Gas Company (now known as National Grid) in the areas of energy management, customer research and market planning. While at Boston Gas Company, Beth was responsible for the development, implementation and evaluation of demand-side management programs valued at over \$30 million per year, oversight of the Company's qualitative and quantitative research activities, and diverse business planning and analysis functions. In this capacity, Beth was directly involved in developing and implementing comprehensive energy efficiency programs designed specifically for public sector customers within the 74 cities and towns served by the utility.

While at Noresco, a leading national energy services firm, Beth was actively involved in helping clients achieve savings and produce high performance buildings through energy savings performance contracting. Previously, as Director of Marketing and Special Programs for Mass-Save, Inc. and Xenergy, Inc, Ms. Greenblatt developed and implemented energy auditing, efficiency and educational programs designed specifically for diverse residential and commercial facilities. Beth understands how to develop, implement and evaluate programs that pay for performance.

A resume is provided in Appendix A.



5. PROJECT FEES

Beacon offers the following fee quotation for the tasks sought for this project. The proposed fees for the tasks presented below cover the professional services provided by Beacon's principal, Beth Greenblatt.

As a long-term client of Beacon's, we are pleased to extend to Concord the same discounted professional hourly rate of \$135.00 for the professional services provided by Beth Greenblatt. As a long-term preferred client, this rate has been held constant since 2004. Travel is billed at cost and travel time is billed at our rate of 50% of the professional service rate.

TASKS	ESTIMATED HOURS	ESTIMATED FEES
Task 1: Procurement Support <ul style="list-style-type: none"> • Strategy Development • Solicitation Development • Pre-Proposal Prep, Conference and Site Visit • Specimen Commercial Agreements 	Up to 12 hours	\$1,425.00
Task 2: Vendor Selection Support for up to 4 proposals [1] plus solicitation support	Up to 24 hours	\$3,240.00
Task 3: Financial Modeling	Up to 8 hours	\$1,080.00
Task 4: Vendor Negotiations and Project Optimization	Up to 6 hours	\$810.00
Task 5: Meeting and Presentations and <ul style="list-style-type: none"> • Professional time • Travel and Tolls • Travel time 	Up to 24 hours Billed at cost Billed at 50% hourly rate	\$3,240.00 Billed at cost Billed at 50% hourly rate

Notes:

[1] The budget assumes Beacon will conduct a thorough commercial review of up to 4 proposals including additional discovery and correspondence. Review of more than 4 proposals would be at an additional cost to the above budgeted amounts.

[2] The budget assumes Beacon will participate in up to 16 hours of meetings, conference calls and presentations, plus a full day of vendor interviews. Any additional professional time would be at an additional cost to the above budgeted amounts.

[3] Travel is billed at actual cost at the then-current IRS mileage rate, plus tolls.

[4] Travel time is billed at 50% of the professional services rate.



6. APPENDIX A – RESUME



BETH S. GREENBLATT

Energetic, results-oriented strategic communications and operations executive with proven experience building successful business organizations, marketing communications programs and situational partnerships.

AREAS OF EXPERTISE

*Energy Management
Business Solutions Development
Results-Based Implementation*

*Renewable Energy Advisory
Marketing and Communications
Building Strategic Partnerships*

PROFESSIONAL EXPERIENCE

Beacon Integrated Solutions
Managing Director

Boston, MA
Present

Beacon Integrated Solutions is a unique woman-owned management services and implementation firm that provides client-centric energy optimization and renewable energy solutions by helping clients optimize their energy economics through improved price certainty, energy efficiency, renewable energy, supply reliability and optimized energy infrastructure.

Beacon's unique approach to providing integrated energy solutions, both in front and behind the meter, offers unparalleled client-centric solutions guaranteed to improve top and bottom-line performance.

BSG Strategy Group (a Beacon Integrated Solutions Firm)
Principal

Boston, MA
Present

Strategic communications and business consulting in the energy and services industries

- Provide strategic value and tactical expertise to clients including high-level business planning and development, quantitative and qualitative market research, marketing communications, content development for new and traditional media, public and media relations, government relations, technical analysis and support, and organizational structuring and development.

NORESCO (an Equitable Resources Company)
Director of Corporate Communications

Westborough, MA
2000 to 2002

Recognized leader of energy infrastructure solutions in diverse vertical markets

- Served on the performance contracting management team developing client solutions designed to achieve guaranteed energy savings and produce high performance buildings.
- Leveraged a two-decade old solid brand to reposition the firm's market strategy with a focus on key core competencies critical to the deregulated energy marketplace.
- Managed re-branding campaign including the design and implementation of a new corporate logo across all media and communications strategies. Created all new corporate collateral supporting business development and direct sales activities.



- Developed and implemented strategic media, government and public relations programs including full oversight responsibility for all crisis communications, management of news releases, bylines, features and case studies, and lobbying.
- Directed all corporate competitive analyses and business research to strengthen the firm's position nationally by understanding key market players, geographic penetration potential, opportunistic market and business events, strategic partnerships/alliance opportunities, regulatory and legislative policies. Conducted ongoing market intelligence research and customer satisfaction studies.
- Directed the redesign of the corporate website including navigational improvements, new content development, customer interface functions, customer relationship management, graphic enhancements and flash animation.

American Management Services

Waltham, MA

Director of Marketing and Public Relations

1999 to 2000

Management services firm targeting small and mid-sized businesses with annual revenues of \$10 to \$200 million

- Repositioned this regional management services company as the nation's premier consulting and profit-implementation services firm.
- Launched national expansion effort through a cooperative co-branded small business partnership entitled "Partner America" with various federal government agencies, including the U.S. Small Business Administration, U.S. Department of Commerce, U.S. Conference of Mayors, U.S. Department of Transportation and the Export-Import Bank of the United States.
- Managed partner contract relations, and launched national communications program including collateral creative design and implementation, and publicity and outreach.
- Led the design and content creation of the corporate website, and the Partner America co-branded website. Developed and executed customer relationship management strategies. Developed and executed corporate e-communications programs to clients, prospects, government agencies, business partners.
- Developed and managed corporate government affairs and public relations activities.

ServEdge Partners, Inc. (a National Grid Company)

Burlington, MA

Vice President of Marketing and Sales

1997 to 1999

Northeast energy services company specializing in heating, ventilation and cooling services

- Spearheaded the development and management of an integrated strategic retail marketing effort in a new business enterprise by leveraging the brand position of the parent and subsidiary companies and transferring the established brand equity to the new business.
- Developed and implemented a multi-year sales program to generate \$4MM of first year sales and \$6-7MM in annual sales in subsequent years. Hired sales manager, developed pay-for-performance sales compensation programs and successfully built sales organization with domain competencies to achieve revenue goals. Developed and executed customer retention programs.
- Managed all aspects of \$2 million annual marketing/communications programs including brand development, advertising, direct marketing, collateral development, interactive development and publicity. Developed strategies and tactics to achieve market dominance in business product categories, resulting in a 50,000-customer base within the first 8 months of operation, and generating first year revenues of \$7 million. Directed the design of a website targeted at consumers and businesses.



- Developed channel marketing and sales strategies to attract market influencers, consumers and businesses.
- Implemented total outsourced solution for 24/7 customer call center, including defining CRM protocols, operational delivery requirements, process and performance metrics and vendor selection process. The firm's customer call center was centric to operational excellence and customer acquisition.
- Created a cross-market public relations campaign positioning the new business enterprise and creating a local, consumer-oriented business presence.

Gas Research Institute/New England Gas Association Chicago, IL
New England Regional Account Manager 1995 to 1997

National research and development organization for the natural gas industry

- Led the effort to integrate nationally offered natural gas R&D activities, technologies and resources into the future business strategies of New England gas utilities.
- Developed technology business plan for gas utility executives focused on developing technology strategies and tactics for the industry and implemented field demonstration trials and programs leading to technology adoption, cost savings and revenue gains.
- Developed and managed extensive quantitative and qualitative customer research projects including market segmentation studies, customer satisfaction and consumer product preference research.

Boston Gas Company, (a National Grid Company) Boston, MA
Director of Energy Management;

Director of Customer Research and Market Planning 1988 to 1995

Largest regulated natural gas company in New England serving over 800,000 customers

- Led the gas utility industry in New England in developing, implementing and evaluating the integration of multi-million dollar demand-side energy resources into traditional supply-side planning. Facilitated consortium relationships with New England natural gas, electric and water utilities and non-utility parties.
- Developed and managed a unique, nationally recognized natural gas load research program utilizing statistical methods and econometrics, including multivariate analysis and discrete-choice modeling.
- Managed multiple vendors delivering diverse services including: marketing/communications, customer call center, direct marketing, management consulting and implementation, equipment installation, engineering and CRM.
- Successfully hired, trained, managed and developed staff for various corporate and field positions, including: product development and implementation, technical support and engineering, retail marketing, CRM and quantitative and qualitative market research services.
- Represented Boston Gas Company and other regional natural gas distribution companies as an expert witness before the Massachusetts Department of Energy and Telecommunications and Energy Facilities Siting Council, New Hampshire Public Utilities Commission and Rhode Island Public Utilities Commission in dozens of proceedings, including rate, integrated resource management and demand-side management proceedings.



Prior employment includes positions in Marketing/Communications, Public Relations and Government Affairs within the energy sector, as well as legislative internships with former Senator Paul E. Tsongas and Energy Development Caucus, a bi-partisan legislative caucus advocating progressive energy policy in the Commonwealth.

EDUCATION, TECHNICAL TRAINING AND DIRECTORSHIPS

- Boston University, Boston, MA. BA in Political Science and Mathematics.
- Former Trustee, Central New England Chapter of the National Multiple Sclerosis Society; member of the Government Relations and Communications Committees.
- Certified Energy Auditor, Commonwealth of Massachusetts

MEMBERSHIPS

- Northeast Clean Energy Council
- Northeast Energy and Commerce Association
- New England Women in Energy and the Environment