



Year Six Strategic Plan

July 1, 2008 – June 30, 2009



Mission

CESA is a national nonprofit organization of public clean energy funds and state agency programs that have banded together to promote clean energy and low carbon technologies in their states and, collectively, across the country. CESA seeks to provide the most up-to-date knowledge about clean energy programs, in the U.S. as well as from international programs, to its members and enhances this collaborative network by coordinating efforts, leveraging funding for projects and research, discussing current challenges and solutions, and assisting members with program development and evaluation.

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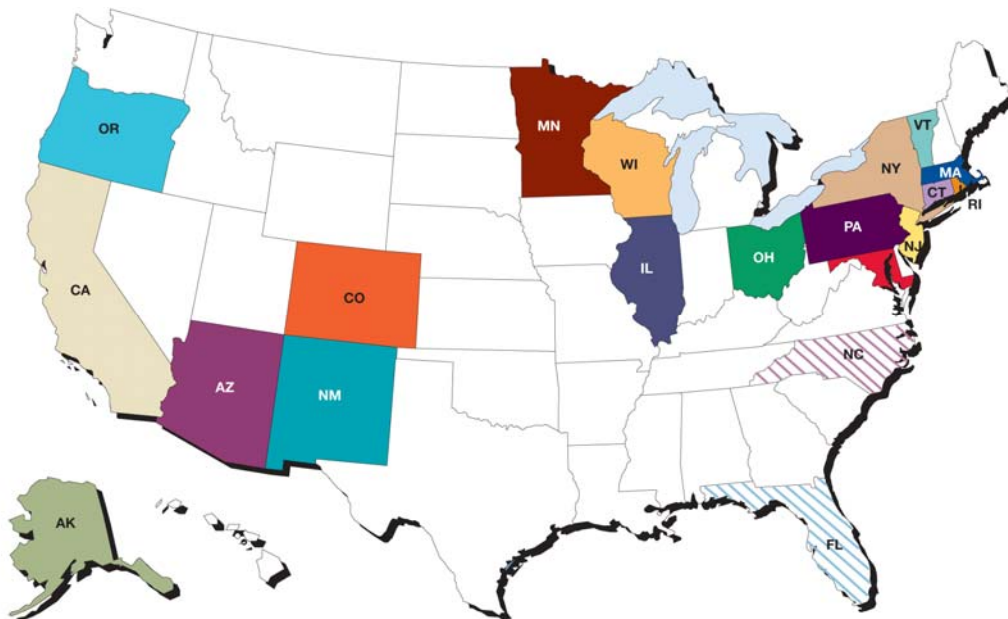
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CESA Member States



Introduction

The Clean Energy States Alliance (CESA), the only nonprofit association of state clean energy funds¹, has been in operation for five years. The Clean Energy Group (CEG) staff and CESA members are pursuing numerous joint initiatives and projects. The CESA joint projects, client services, information sharing and other activities are designed to improve the overall effectiveness of the individual member funds as well as advance the interests of the clean energy funds as a whole.

Each year, CESA staff develops, at the request of CESA members, a strategic plan for the organization. The plan identifies and describes the following areas: the existing work of the organization, the benefits of the organization to its members, and how the staff proposed to dedicate time and attention to the ongoing work in the coming year.

Over the past year, staff has worked hard to complete the work detailed in the Year 5 Strategic Plan, and staff has prepared a separate deliverables report detailing those activities and efforts.

As we approach the start of year six, CESA staff is pleased to submit this proposed CESA Strategic Plan for Year Six for your consideration. This year's plan reiterates CESA's mission and benefits, as well as more fully details the proposed joint project work and objectives for the coming year. The plan was reviewed by CESA members, discussed and approved by the CESA membership and ExCom at the Spring 2008 Biannual Meeting in New Haven, CT in May.

¹ CESA Members are: Alaska Energy Authority; California Energy Commission; Connecticut Clean Energy Fund; Energy Trust of Oregon; Illinois Clean Energy Community Foundation; Massachusetts Renewable Energy Trust; NYSERDA; Maryland Energy Authority; New Jersey Bureau of Public Utilities - Clean Energy Program and New Jersey Department of Environmental Protection; New Mexico Energy Conservation and Management; Ohio Energy Office; Sustainable Development Fund (PA); West Penn Power Sustainable Energy Fund; Wisconsin Focus on Energy; Vermont Clean Energy Development Fund and Xcel Energy Renewable Development Fund (MN). The state of Florida and North Carolina Energy Office are anticipated to become new members in Year 6.

Member suggestions about how CESA can more fully assist you and your fund in the coming year are always welcomed.

This strategic plan is divided into the following sections:

- Introduction
- Value Proposition of CESA to Its Members
- Introduction to the Four Program Elements of CESA's Work in Year Six
 - 1) Program Area 1: CESA Joint Projects
 - 2) Program Area 2: CESA Client Services
 - 3) Program Area 3: CESA Information Sharing and Analysis
 - 4) Program Area 4: CESA Partnership Development
- Conclusion
- Appendix 1 – Joint Project Summaries and Objectives
- Appendix 2 – CESA's Proposed Year Six Budget
- Appendix 3 – CESA Membership List
- Appendix 4 – CESA Project History

We look forward to another productive year of CESA activities in Year Six.

Value Proposition of CESA to its Members

CESA is the only organization that represents the collective voice and interests of the public clean energy funds in the United States. Since its formal inception in 2003, CESA has been successful in working to solve common problems encountered by its member funds through project assistance and information sharing. In addition, collectively, the state clean energy funds – CESA members – have the ability to frame and address key issues of clean energy market development with federal agencies, regulators, industry participants and in the national media. This is a major strength of CESA and one that we are effectively realizing through such joint projects as the Solar PV, Wind Siting and Offshore Wind, and RPS initiatives.

CESA strives to deliver to its members the beneficial work products of joint projects and client services in a cost-effective way through the pooling of joint resources and effort. Additionally, the financial contributions of CESA's members are leveraged many times; this is due to the CEG-CESA structure, which allows substantial leveraging of CESA initiatives with foundation support obtained by CEG.

But beyond cost savings and financial leverage, CESA has one unique and principal purpose – to use the collective power of the network to create practical solutions that can only come from the kind of multi-party, collaborative projects that use the resources, experience and expertise of all its members. Shared lessons learned and collective problem solving for effective implementation of clean energy programs and policies comprise the key strategic value of CESA.

The benefits of CESA membership are described in the following subsections.

Value of Collegial Network

First and foremost, CESA offers its members an informed collegial network of peers to explore problems and solutions candidly. CESA provides a forum for members to convene and discuss issues and best practices from across the country, avoiding pitfalls and improving the effectiveness of program investments. The principal mechanisms for this kind of peer-to-peer discussions include the following:

CESA Biannual Meetings. CESA members come together twice a year for several days to meet

with their national colleagues, discuss successes and challenges in their programs, develop new joint project work, and learn about the opportunities available to their funds through innovative finance, policy and market initiatives. The meetings also feature expert guest speakers from clean energy finance, industry, academics, federal agencies, and state clean energy programs to inform CESA members of the latest developments in their areas of expertise.

CESA Monthly Update Calls. CESA hosts monthly conference calls where CESA members and their staff receive updates from CESA staff on project initiatives and results, as well as share recent developments in the clean energy field. These calls frequently feature guest speakers to inform members of the latest policy issues and new opportunities for clean energy growth.

CESA Website and List Serve. The CESA website posts information on CESA activities, lists CESA publications and reports, and highlights some of the major initiatives of its members. The CESA list serve is a members-only service that allows members to instantly address each other with ease to discuss current events, submit requests for information, post notices of meetings and circulate electronically other items of interest.

Projects that Benefit Multiple Members

CESA's joint projects help to address similar and shared clean energy program obstacles and opportunities facing many members. Collectively, these opportunities can be pursued more effectively, resulting in unique, creative solutions that can only arise from collaborative action. Additionally, CESA is able to undertake these projects less expensively than individual action by a single fund.

Basic Member Support Leverage. Each fund membership directly leverages \$636,050 in dedicated resources to solve individual and collective fund challenges, ranging from an 8:1 to 64:1 leverage depending on fund size and member assessment.

Joint Projects. The work produced through CESA joint projects provides direct benefits to all members. Examples of this joint project work are the growing body of work designed to facilitate wind siting; the multi-state collaboration in implementing Renewable Portfolio Standards; and the efforts to link

CESA members with State housing authorities to advance PV use in new multi-family affordable housing. In these and other initiatives, CESA has provided and will continue to provide services to its members.

Low Cost Analysis. CESA members are able to access low cost analytical information services of very high caliber. The budget dedicated to Lawrence Berkeley National Lab (LBNL) for analytical support averages from \$30,000 to \$60,000 per year, which LBNL is able to leverage with other resources to support this analysis. We estimate the value of those services to be in the range of \$150,000 to \$200,000; these are significant costs avoided by CESA members that might otherwise have to be paid on an individual or collective basis.

Multi-State Leveraged Funding. Cooperative funding of specific joint projects, such as wind siting or the development of clean energy public education messaging, results in direct member savings. In the area of the media work and public service announcements (PSAs) on clean energy that CESA produced, states that funded the original project got about a 3:1 leverage in funding; over one half million dollars of work was made available to funds that contributed only a fraction of that total. Now, additional CESA members interested in obtaining the material have the opportunity to use about a half million dollars of key media research for a nominal fee.

Services to Individual Funds

Our work increasingly is designed to help individual funds with program challenges they face in their own states. We are able to deliver targeted assistance to state funds on problems that may be unique to that state fund, or, in many cases, on individual problems that can be addressed based on our knowledge of and experience with the other funds. The benefits to members on specific fund issues fall into the following categories:

- *Support* for fund continuation
- *Assistance* on program design and development
- *Information and analysis* support on ongoing program implementation

Leveraged Foundation and other Support

Through CEG, CESA is able to benefit from other nonprofit, foundation, public and pro bono resources

to leverage the core member support for CESA joint projects and initiatives.

Foundation Leverage. CEG obtains foundation support for projects that can directly benefit CESA member funds. The collective \$636,050 member contributions will leverage approximately \$480,000 in additional funding through CEG in this coming fiscal year. Members leverage their funds at a ratio of almost 1:1.75.

Federal Matching. Similarly, through federal partnerships and activity, CESA staff brings federal funding on a matching basis to the CESA members for work in solar PV, RPS implementation and other areas. And, through Lawrence Berkeley National Laboratory, CESA is able to access federal DOE funding of approximately \$40,000.

Partnership Resource Matching. Using the Solar Initiative project as an example, CESA will employ a combination of core support, additional member support, foundation support and government grants for this work. Our estimate of the total resources that will be dedicated this project in Year 6 will be \$123,000; the CESA core share of that funding is about \$41,000, resulting in a 3:1 leverage for CESA members.

Professional Expertise/Shared Overhead

Members jointly support and share the costs for administrative and consulting services that CESA provides to its members. These services, if obtained separately by each fund, would be far more expensive than they are through CESA.

Low Cost Rates. CESA members receive high-value staff support for fairly modest hourly rates. Given the expertise on staff (e.g., legal and financial), this is a significant value compared to equivalent consultant expertise and costs that members would likely incur.

Shared Overhead. CESA members also benefit from the fact that almost 60% of the organizational operating costs are covered entirely by Clean Energy Group. This represents a projected Year Six direct savings to CESA members of over \$80,000 that would otherwise be required if CESA were a stand-alone organization.

Introduction to the Four Program Areas of CESA’s Work in Year Six

AS CESA matures as an organization, it faces multiple opportunities to further its members’ interests and mission. CESA staff constantly strives to articulate and re-examine the “value proposition” and core services that the organization should strive to provide for its members. With input from CESA members, the Executive Committee of the CESA membership, and the CESA Board of Directors, this annual work plan and proposed projects reflects this organizational assessment.

In Year Six, CESA staff will be working with members to further identify the potential of the CESA network, to identify key member services to be offered, and to assess how the organization could grow and evolve to meet new challenges and opportunities. CESA staff will also work to expand CESA membership and outreach efforts to attract new organizations that promote clean energy markets. In this manner, we will re-evaluate the work plan for Year Seven based on these discussions and investigations.

In addition to the strategic planning that CESA will embark upon, the Year Six work will continue into the following four program areas:

Program Area 1: CESA Joint Projects. Through CESA joint projects, we will continue to work to find solutions for key, cross-cutting problems that many CESA members face – wind facility siting, RPS implementation, solar PV market development, biomass development, public education, and other projects.

Program Area 2: CESA Client Services. Through individual member fund assistance, biannual meetings, and monthly Member Update conference calls, CESA will continue to deliver general and individual client benefits by servicing requests for information, analysis and related client services.

Program Area 3: CESA Information Exchange and Analysis. Through our website, case studies and information analysis, CESA will continue to serve as a comprehensive and low-cost means to acquire information on all the state programs across the country, and to identify and promote best management practices.

Program Area 4: CESA Partnership Development. CESA staff will work with other public and private partners to make the most of the collective voice of the state funds and create new partnership opportunities

to benefit the funds’ work -- these include federal agencies such as the Department of Energy, Department of Interior, Department of Homeland Security, state membership associations such as NASEO and industry associations such as the National Hydrogen Association, American Wind Energy Association, and Solar Energy Industry Association.

Based on the proposed Year Six budget, CESA staff seeks to allocate its hours to the four program areas as follows:

CESA Staff Allocation to Program Areas	
Joint Projects	40%
Client Services	30%
Information Exchange/Analysis	20%
Partnership Development	10%
Total CESA staff time	100%

Program Area 1: Joint Projects

CESA’s staff proposes to budget 40% of its time for Joint Projects in Year Five. These projects are divided into three tiers:

Active (projects underway that we propose to continue in the coming year);

In development (possible new joint project areas that members should consider pursuing in the coming year);

CEG-leveraged (these projects that are primarily funded and managed by CEG but have direct and significant benefit to CESA members).

As detailed in the box below, there are five proposed “Active” Joint Projects, two projects “In Development,” and two “CEG-Leveraged” Projects. These projects were discussed and approved by CESA members in May 2008 at the CESA Spring Meeting in New Haven, and priority will be given to each accordingly. The summary information and work plan objectives for each project are included as an appendix to this proposed strategic plan.

CESA Joint Projects – Year 6

Active Joint Projects

- Solar Project
- Wind Siting Project
- RPS Implementation Project
- CESA Clean Energy Support Database
- Evaluation of State-based RE Support Tools

Joint Projects In Development

- State Renewable Energy Exemplary Program Recognition
- State/Federal RE Technology Deployment Policy

CEG-Leveraged Projects

- Clean Energy Investor Working Group (CEIWG)
- International Initiative on Climate Technology Policy
- Global Alliance of Public Clean Energy Funds/International Public Finance Forum

Here are our recommendations for how to consider this list:

- **Active Joint Projects.** We intend to work on all of the active projects, but the objectives for Solar PV, Wind Project Siting and RPS Implementation projects will grow out of the work accomplished in those areas in Year Five. For the wind project, CESA will continue its cutting-edge work on the USFWS Collaborative, the Offshore Wind Siting and the Great Lakes Wind Collaborative. The RPS Implementation project has been expanded from its initial focus on the Northeast states to a national scope with funding support from DOE and the Energy Foundation. The Solar Project is a three-year effort, begun in 2007 under DOE's Solar America Initiative, to assist states to improve and adopt innovative, effective programs and policies to support solar projects and build national markets.
- **Joint Projects In Development.** At the Spring 2008 membership meeting, there was general consensus for CESA to develop two new projects: (1) a state renewable energy program innovation and recognition project and (2) an initiative to advance policies and programs to optimize the role of states in deploying clean energy technologies to address climate change and energy challenges.

Staff will develop comprehensive work plans for these proposed projects.

- **CEG-Leveraged Projects.** The CEG leveraged projects are ongoing and detailed below.

Program Area 2: CESA Client Services

CESA Client Services are divided into two categories – General Client Services and Individual Client Services. In both cases, we provide these services as part of the membership dues support structure.

CESA's staff proposes to budget 30% of their time for Client Services in Year Six, divided equally between general and individual services.

CESA General Client Services

General Client Services are umbrella services that benefit all members and focus on network development and information sharing between CESA members. These services include:

- Membership Development
- CESA website & list serve
- CESA Biannual Meetings
- CESA Biennial Reports on U.S. Clean Energy Funds
- Pro-bono Counsel assistance on related legal problems
- CESA Members Monthly-Update Conference Calls

CESA General Client Services are projected to come to about 15% of staff time this coming year.

CESA Individual Client Services

Individual Client Services are specific assistance requests from individual members for state specific support from CESA staff. Members as a whole are not always aware of the specific individual requests that CESA staff receives from members for services, though we do share results from this work that would be of interest to all members. Individual client services are granted a significant amount of our time, and they are a valuable way for CESA staff to learn about member program support needs and to identify common challenges shared by all members that need cross-cutting solutions.

Individual Client Services assistance often fall into four categories:

- **Assistance** for program development and analysis - we are working on individual fund requests to assist in individual program design, development or implementation.
- **Requests** for specific information of value to the fund – this involves program information from other states or countries or other data acquisition requests.
- **Public Education and Messaging** expertise for individual state initiatives in PV, Wind and other clean energy technologies or programs (in cooperation with SmartPower).
- **Support** for fund continuation and/or renewal proceedings – we get frequent requests to assist individual funds to support continuation of their programs by providing information and analysis for legislative or administrative processes.

Current assistance has included (and in many cases is expected to continue) for the following funds:

- **CCEF** for solar hot water program development
- **CCEF** for fund continuation and governance
- **CEC** for solar hot water program, input on PIER research priorities and assistance with solar PV program development support
- **ETO** for general support, program innovation, and community wind.
- **MRET** for Offshore Wind Collaboration activities and advice on selection of renewable projects for state support.
- **MRET** for assistance on solar program design
- **NJ DEP and BPU** for Offshore Wind Siting support
- **NYSERDA** for solar program design and RPS evaluation.
- **OH** for Great Lakes Wind siting support, fund design, legislative drafting, RPS development, and related program support
- **VT** for assistance with designing and implementing a new clean energy fund, and for farm manure-to-electricity system deployment
- **FL** for assistance in development of a new clean energy fund
- **All Members** benefit from CESA's solar initiative that examines and identifies innovative

approaches to advancing solar technology, including addressing such issues as solar financing, design of solar hot water deployment programs, use of rate structures that favor solar, recommendations state actions to build local solar markets and infrastructure, and the implications of federal ITC on state solar incentive programs.

Staff allocation for CESA Individual Client Services is 15%. Members are encouraged to request assistance should a need arise. (With about 500 hours of proposed time dedicated to this service overall, each fund can expect about 35 hours a year in available individual client service under this area of this CESA member service.)

Program Area 3: CESA Information Exchange and Analysis

CESA Information Exchange and Analysis support provides all CESA members with current news and information about member funds as well as analysis and reports on clean energy program opportunities and initiatives.

In addition to topnotch analysis and information sharing, CESA staff dedicates some time on outreach by making presentations at conferences and other meetings to explain the CESA mission and obtain favorable public attention about the funds' work. In Year Six, CESA staff will work to provide the latest information about clean energy project support and cost trends as well as to develop a comprehensive database of the support CESA states are providing to clean energy projects.

CESA's staff proposes to budget 20% of their time for Information Exchange and Analysis in Year Six. The following information exchange activities will continue in the coming year:

LBNL Case Studies

CESA works with scientist Ryan Wiser and his team at Lawrence Berkeley National Laboratories (LBNL) to develop case studies on clean energy technologies and assist CESA in strategic advice on CESA programs. In the coming year, LBNL will continue to be involved in strategic advice on projects and programs, bringing the LBNL expertise more directly into the CESA work for in-depth analysis of priority issues. Recent case studies and other reports by CESA can be found on the CESA website at:

www.cleanenergystates.org/case.html.

CESA Website – What’s New and Members Page

We regularly maintain the CESA website by posting current events in the “What’s New” section of the home page. We also utilize the Members Only section of the website to post documents for CESA Monthly Update Calls as well as meeting presentations from the biannual meetings.

Documentation of Best Practices

In Year 6, CESA will continue to work with states to identify best practices to promote solar PV. CESA staff will survey CESA members and states to identify solar best practices, programmatic experience and results, recent solar program developments and new state-based strategies to advance the market for solar technologies. Key findings will be summarized and shared with CESA members.

CESA and CEG have launched a new solar website at www.statesadvancingsolar.org as part of a cooperative agreement under the U.S. DOE Solar America Initiative – State Solar Technical Outreach project to share state solar best practices, case studies, and incentive program developments for PV and solar hot water.

Program Analysis and Performance Reports for Clean Energy and Economic Development

CESA will serve as a clearing house for member reports and analysis on clean energy and economic development. Reports will be posted on the CESA website.

International activities on low carbon initiatives

Staff maintains a section of the CESA website to facilitate an information exchange of best practices and innovative financing mechanisms between state clean energy fund managers and their international counterparts.

Updates of annual funding summaries of member programs; CESA database

CESA staff prepares updates on changing funding levels of CESA members. In Year 6, we also will develop a comprehensive database to document state member support for RE project deployment, providing an up-to-date account of the type and amount of RE projects that have been supported by member programs, individually and collectively.

Public Education and Promotion of CESA Members

We continue to increase the public profile and outreach of CESA and its members on the pressing challenges of developing clean energy markets and technologies (articles, press releases, forums, etc.).

Reports and articles about CESA activities

We regularly engage other parties to write about and promote CESA related activities and post these articles on the CESA website. We also work with our members to include links to the CESA website from their own fund’s webpage.

Program Area 4: CESA Partnership Development

CESA increasingly works with other private, non-profit, state and federal partners on issues of mutual concern that will benefit CESA members. These partnership development opportunities are designed with one goal in mind – to solve member funds’ problems with less time and resources, with high level support and participation by relevant partners. CESA’s staff proposes to budget 10% of their time for Partnership Development in Year Six.

We will continue to pursue opportunities in the coming year with at least the following institutions:

Council of State Governments (CSG)

CESA is partnering with CSG, a premier multi-branch state government organization, to work closely with state officials across the country to communicate solar information and best practices to advance new solar programs and efforts at the state level.

NASEO

We are working in substantive project areas with NASEO, most notably the RPS implementation collaborative and representing NASEO’s perspective in a Federal Advisory Committee on wind/wildlife inter-actions. Over time, we expect to expand into other areas as the opportunity arises.

Federal Agencies

Department of Interior. In the wind siting project, CESA is working closely with officials at Department of Interior to address significant legal and policy hurdles facing wind development from federal wildlife laws. CESA is serving on a Federal Advisory Committee established by the DOI to address the federal approach to applying federal wildlife laws to wind project. CESA also is working with the Minerals Management Service in crafting a new federal regulatory and leasing framework to facilitate and streamline responsible siting of wind facilities in federal public waters.

Department of Energy. CESA continues to expand its partnership with DOE to accelerate the deployment of clean energy technologies. With DOE funding, CESA will work with DOE's Solar America Initiative market transformation efforts to identify and reduce market barriers to solar technology commercialization. CESA, in a leveraged project with CEG funded by DOE/NREL, is managing and facilitating a new national collaborative to advance the effectiveness of renewable portfolio standards, representing a key driver of renewable energy projects and adopted by a majority of the states.

Environmental Protection Agency. CESA, in a lever-aged project with CEG, is funded by EPA to assist states in the Northeast and Mid-Atlantic regions with the successful implementation of their state renewable portfolio standard programs. This multi-state RPS implementation collaboration is identifying RPS best practices and exploring ways for states to work together to create stronger renewable energy markets.

United States Department of Agriculture. CESA is working with USDA to improve the delivery of its funding program for farmers to develop rural renewable energy projects. And CESA has provided detailed recommendations to USDA and Congress to ensure the 2008 Farm Bill provides strong support for clean energy projects, such as farm biogas systems.

Trade Associations

CESA is working closely with renewable energy trade associations, including the Solar Alliance, the American Wind Energy Association (AWEA) and the Solar Energy Industry Association (SEIA).

State agencies

Increasingly, CESA staff is developing new partnerships with state agencies to the extent that such partnerships could advance CESA interests. For example, CESA continues its efforts to work with state environmental agencies and public utility commission to promote PV and to address regulatory hurdles to wind project siting.

CESA also continues to work with state wildlife departments from across the country and the Association of Fish and Wildlife Agencies to ensure consistent and reasonable state regulatory approaches to "regularize" wind development compliance with wildlife laws.

Academics/Universities

We have engaged several technology innovation experts to assist in some areas related to clean energy market development. As a result, CEG and CESA have prepared several outstanding reports on clean energy innovation, technology transitions, and various applications of clean energy technologies.

National Conference of State Legislatures

CEG/CESA works actively with NCSL to advance opportunities to bring together state legislators and state clean energy fund officials to collaborate on clean energy issues, such as DOE's Solar America Initiative and RPS best practices.

International clean energy exchange

CESA looks for opportunities to inform its members on new policy tools that other countries are employing to advance clean energy technology deployment. CESA is also engaged with the Sustainable Energy Finance Alliance to develop a forum to foster international collaboration and information exchange among public sustainable energy finance practitioners to improve public support for clean energy and catalyze private investment in the sector.

Philanthropic foundations

The major foundations in the U.S. and Europe now know about CESA through our work, and they are beginning to contribute funds to support joint work (PV, Wind, Investor Outreach), a significant financial benefit to the individual CESA funds.

Conclusion

As CESA enters into Year Six, we want to thank our continuing and new members for their support and encouragement of this work. In the coming year, we believe there are greater opportunities for more effective joint projects, for leveraging the work of all the funds, for improving individual fund performance and making the collective action of the funds a more important tool for building clean energy markets.

Finally, we hope this strategic plan is a useful way for you to better understand what your support allows CESA to do for you. We look forward to any suggestion for improving this document.

Thank you again for valuing and supporting CESA. We look forward to another productive year.

Appendix 1

Joint Project Summaries and Objectives

TIER ONE – ACTIVE JOINT PROJECTS

The following are the active Joint Projects for CESA Year Six. We anticipate that work on these joint projects will comprise approximately 40% of available staff time.

Solar Project

PROJECT DIRECTORS

Mark Sinclair; Maria Blais

SUMMARY

The goal of the Solar PV project is to strengthen the ability of the state clean energy funds to further develop the market for solar photovoltaic (PV) and solar thermal systems.

CESA members are committed to expanding the use of solar technologies and driving down solar costs. The challenge is to develop the most effective state programs to create real markets for solar use for decades to come. To reach this goal, CESA staff continues to survey and identify solar program best practices from around the country, to develop collaborative initiatives between the states, DOE, and national solar industry members, and to provide information and analysis to CESA members on solar program design.

We will pursue the following initiatives and activities during Year Six:

Major Solar Efforts & Activities

Solar State Technical Outreach Initiative – Funding Partnership with DOE’s Solar America Initiative

With funding from DOE’s Solar America Initiative (SAI), CESA is engaged in a three-year, focused initiative between DOE and states to advance solar technology deployment across the country. The objectives of the initiative are to (1) provide information and technical assistance to state leaders and state energy programs in the development of new

and expanded solar programs, (2) identify and foster adoption by states of solar program best practices, and (3) identify and promote strategic opportunities for states and DOE to advance solar technology deployment through partnerships, collaboration, and targeted activities. CESA tracks, evaluates, publicizes and facilitates state adoption of effective financial, policy and technology activities and best practices that accelerate solar technologies. The project is being undertaken in conjunction with The Council of State Governments (CSG).

Major activities of this initiative include the following:

- Survey and monitor decisions, program developments, solar-related standards, regulations and experiences of the major state solar programs to identify best practices and improve solar program effectiveness. Provide briefings and practical recommendations to CESA members to advance solar markets.
- Facilitate and manage effective communication networks between CESA state members with advanced solar programs, DOE, and other state leaders to identify and promote adoption of best practices and innovative state solar policies and programs.
- Develop partnerships between states and DOE to facilitate solar program expansion and identify opportunities for state/federal cooperation.
- Develop recommendations for state-based solar marketing and branding strategies.
- Provide outreach and information to state leaders and officials on solar program development through webcasts, workshops, and publications.
- Provide technical assistance to states for the development of effective solar programs; develop model state legislation on solar initiatives.
- Maintain a website and listserv for states, linked from the CSG and CESA websites, for posting of current information on state solar activities, trends and program elements. Track and document state progress on solar issues, identify high-priority opportunities, and make recommendations to states and DOE on how to address market barriers.
- Identify and promote specific strategies for states to advance solar energy through use of clean air-related policies, laws, and state implementation plans.

- Work with states to ensure direct support for solar deployment in multi-family affordable housing projects.
- Develop recommendations for states to effectively market solar energy to the public.

Facilitating CESA Solar Program Innovation & Effectiveness

The widespread popularity and visibility of PV, along with its high upfront cost and need for public support, have made it a prime target of state clean energy funds. As real-time programmatic experience with PV programs continues to accrue, CESA advises its state members on how to revise their programs to ensure they are as effective as possible in driving PV markets. With assistance from Lawrence Berkeley National Labs, CESA will continue to focus on information sharing, analysis and development of recommendations for innovative steps that funds can take to improve the performance and design of their PV programs.

DELIVERABLES & ACTIVITIES

- Advice and recommendations to states in developing effective state program designs to support solar hot water system use.
- Recommendations on how states should revise program incentive levels to best enhance and leverage the value of the federal investment tax credit, as extended and changed by Congress.
- Monitor and brief CESA members on growing use and experience with PV performance-based program approaches.
- Develop additional analysis by LBNL on PV cost trends in California and expand to other key solar states. Analysis of cross-state PV cost trends will be used to identify program design implications for setting incentive levels and program sector focus.
- Develop recommendations for states on implications of federal solar tax credits on state incentive levels.
- Work with LBNL to analyze the effects of solar systems on residential property values.
- Research and develop recommendations on how states can foster solar finance/loan programs.
- Continued analysis, information sharing, and research on various strategies to improve state PV program effectiveness.
- Continued analysis of how state programs can advance local solar markets.
- Work with SEIA and Solar Alliance to develop recommendations on solar PV performance standards, warranties, and program requirements.

Wind Project Siting

PROJECT DIRECTOR

Mark Sinclair

SUMMARY

This project seeks to address and reduce the regulatory and legal uncertainty of siting wind projects. The project's major activities involve (a) working with the Department of Interior (DOI) as a designee of a Federal Advisory Committee to guide federal regulatory approaches to wind siting and wildlife protection (b) working with the Minerals Management Service to develop a national regulatory program to facilitate the siting and permitting of offshore wind power development, (c) facilitating and leading a multi-stakeholder collaborative to advance wind development in the Great Lakes region, (d) working with state funds to address common wind siting challenges facing their programs, (e) advising the Department of Energy on the DOE Wind Program and 20% Wind Action Plan, and (f) working with state, federal, and industry stakeholders in an Off-shore Wind Collaborative to advance deployment of deepwater offshore wind technology.

Federal Advisory Committee on Wind Siting & Wildlife Laws

In this major initiative, CESA is working with key federal and state agencies to create a new federal/state framework to resolve the regulatory and legal issues related to the rigorous application of state and federal wildlife laws to wind projects. Over the last several years, CESA has worked with DOI and the US Fish and Wildlife Service (USFWS) to establish a federal advisory committee – a federally-established collaborative process with the states, wind developers, environmental organizations, and other federal agencies – to develop a coordinated, efficient approach for wind siting to reduce wildlife impacts, principally avian mortality.

The two-year federal collaborative, commenced in early 2008, is designed to facilitate the siting of wind projects and “standardize” and streamline review of wind projects under federal and state wildlife laws, through development of reasonable regulatory approaches, including the use of best management practices, protocols for use of adaptive management and mitigation, and a framework for coordinating state and federal review of wind project compliance with wildlife laws.

Through this intensive collaboration, CESA is seeking to promote establishment of an efficient regulatory review process and standard protocols for evaluating and mitigating the impacts of wind projects on wildlife that will be accepted by the Department of Interior and major state wildlife agencies.

Objectives

- Represent the perspective of CESA’s members in the Federal Advisory Committee process and to federal and state wildlife agencies to develop reasonable approaches for evaluating and mitigating wind power development impact on wildlife.
- Participate in the national collaborative with USFWS and other stakeholders to establish a cooperative framework of principles as a national reference tool that can be tailored by states and for different regions to reduce avian risk from wind projects.
- Assist states in implementing national framework through agreements, state guidance, state-based pilot programs, avian protection plans, and other mechanisms to reduce inconsistency and duplication between state and federal approaches.

DELIVERABLES & ACTIVITIES

- Staff is actively participating in the federal advisory committee with USFWS and other stakeholders to resolve the current regulatory impasse and develop a coordinated, reasonable state/federal approach to minimize impacts to wildlife from wind projects.
- Staff will research, draft, and develop CESA positions on key issues before the federal advisory committee and for consideration in state level efforts to develop state-based guidance, including advocating for creation of “safe harbor” provisions for wind projects that comply with state and federal guidelines.

- Staff will advise and participate actively in key state-level initiatives addressing wind/wildlife regulation.
- Staff will participate in NWCC meetings addressing this issue and continue to serve as a member of the NWCC Steering Committee.

Offshore Wind & Alternative Energy Siting

This initiative involves CESA collaboration with the Department of Interior (DOI) in developing a new regulatory framework for the use of federal offshore lands for wind and other renewable energy uses.

The Energy Policy Act of 2005 amended the Outer Continental Shelf Lands Act to authorize DOI to grant leases on the Outer Continental Shelf for development of alternate energy resources. This authority will be exercised by Minerals Management Service (MMS). During 2007-08, MMS is developing the program and regulations to implement the new program. This provides CESA members with a unique opportunity to assist MMS in creating a new regulatory paradigm for offshore wind siting that will encourage and support the growth of this clean energy technology.

Through meaningful dialogue, detailed analysis and comment submissions to MMS, CESA seeks to establish a predictable process that facilitates and simplifies permitting and leasing of the OCS for offshore renewable energy technologies. CESA also seeks to assist MMS in developing a strategic plan for identifying information needs and priority areas for offshore wind development.

Through our efforts, staff is fostering development of a new regulatory program by MMS that takes into account the evolving nature of this technology and that embraces a state/federal coordinated, stakeholder-informed approach to offshore wind site selection and leasing, in contrast to the existing unpredictable review process that is generating conflict and delay.

With CESA’s input, MMS is establishing a national monitoring and research program, adopted standard best management practices applicable to all projects, and is providing for early outreach and consultation with major stakeholders in affected regions to avoid conflict and build public support for siting.

In addition to CESA’s work with DOI to shape the national offshore regulatory framework for renewable energy projects, CESA is actively participating in a Northeast regional stakeholder effort to facilitate offshore wind development – the MTC-sponsored Offshore Wind Collaborative that has focused on advancing deepwater wind projects in the Northeast.

Objectives

- Represent the perspective of CESA members to the MMS and state agencies responsible for offshore wind siting on development of a credible, coordinated, and consensus-based planning and permitting process that facilitates offshore wind energy development and public acceptance of its use.
- Provide legal and technical analysis of the issues and develop and advocate for efficient, effective regulatory approaches for offshore wind siting.
- Pursue strategies, mechanisms, and partnerships that create leadership, collaboration, and support for offshore wind energy development.
- Participate in state and regionally-based collaboratives, as strategically valuable, to develop focused, coordinated approaches to accelerate planning, research and development, and policy development for offshore wind development.

DELIVERABLES & ACTIVITIES

- Staff is undertaking legal research and developing comprehensive recommendations to MMS for permitting and regulatory approaches designed to best facilitate responsible offshore wind development. These recommendations address such issues as lease terms, fee structure, best siting and operational management practices, information needs, environmental management systems, monitoring protocols, and adaptive management strategies.
- Staff will submit joint CESA comments and policy positions to MMS that seek to shape the new regulatory program, and that will explore creation of strategic partnerships with MMS in implementing the new program.
- Staff will work with MMS to ensure implementation of comprehensive state consultation and coordination requirements that ensure state interests are given high priority in federal leasing and permitting processes for offshore wind and renewable resources siting.
- Staff will work with MMS to ensure allocation of royalties to states in a way that benefits additional renewable energy development and mitigates any impacts to state coastal resources from offshore energy siting.

- Staff will assist MTC, NJ, and other members in advancing offshore wind development.
- Staff will participate as a founding member of the Offshore Wind Collaborative, created by MTC, GE, and DOE, to establish leadership, coordination, and collaboration activities to advance offshore wind development in the Northeast.

Great Lakes Wind Collaborative

SUMMARY

CESA had guided efforts to establish a stakeholder-based collaborative initiative to support responsible development of wind energy projects in the Great Lakes region. The objective is to launch a multi-sector partnership among stakeholders, states, and Canadian representatives to identify and address the technical, environmental, regulatory, informational and educational issues necessary to support successful deployment of wind-energy systems in the Great Lakes region. CESA is working with DOE, the Great Lakes Commission, the wind industry, and officials from several states to shape and inform this effort.

DELIVERABLES & ACTIVITIES

- Staff partnered with the Great Lakes Commission to write and develop a charter, strategic plan, and annual work plan for the new Collaborative.
- Staff has and will continue to develop comprehensive recommendations for work and action priorities for the Collaborative.
- Staff is providing the Great Lakes Commission with advice and analysis on challenges, research needs, and approaches to advancing wind project siting in the region.
- Staff is serving as co-chair of the Executive Committee to govern this effort, and is performing outreach to state officials to ensure effective participation.
- Staff is assisting in annual meetings and conference calls to ensure progress.

Other CESA Wind-Related Activities

- Staff serves on Steering Committee of National Wind Coordinating Committee to determine organization's priorities and activities.

- Staff is assisting NWCC to launch a new initiative to document and publicize the environmental benefits of wind development.
- Staff is assisting US DOE Office of Wind and Hydropower Technologies Program to guide national wind program and implementation of 20% Wind Vision action plan.
- Staff will research and develop a state program guide for small wind deployment.

RPS Implementation Project

PROJECT DIRECTOR

Mark Sinclair

SUMMARY

Renewable portfolio standards (RPSs) are an important tool that many states have established to encourage clean energy investment in the U.S. CESA members have an important stake in the success of these new laws as the state clean energy fund programs are sometimes the implementation agencies for RPS mandates. In other cases, the funds play a critical role in addressing the implementation challenges involved with RPS requirements and filling key market gaps.

While RPS policies, both in Northeastern states and nationwide, have created new opportunities for fostering clean energy technologies, the patchwork approach of each state going it alone has created RPS implementation challenges. The CESA RPS Implementation project is designed to foster robust and liquid regional markets that will enable RPS mandates to be met more quickly and at lower cost. To encourage this market development, many aspects of RPS design should be more consistent between states.

For example, the lack of compatibility between state RPS policies hinders the ability to create a robust regional REC market, to promote efficient siting decisions, and to provide a stable regulatory system across regions and the nation to facilitate investment decisions. To date, there has been little systematic discussion among states about how to best capture these opportunities collectively and resolve inconsistencies between state RPS policies.

To assist its members, CESA has established and is facilitating a multi-state coordinated approach to ensure successful RPS implementation. Multi-state dialogue and cooperation is an effective way to explore opportunities to overcome common RPS challenges, to effectively analyze the experiences to date with current RPS and REC systems, to identify mutual

state interests, and to obtain state commitments to collective solutions. For example, multi-state commitments could involve pursuing future changes to differing RPS frameworks that could provide some degree of regulatory and financing predictability for market participants. States also could offer recommendations on how a proposal for a federal RPS program can be designed to support and harmonize with existing state RPS programs.

Objectives

CESA staff has initiated two collaborative processes to address RPS implementation issues – a regional initiative with representatives from the Northeast and Mid-Atlantic states with RPS policies and a larger national initiative with states and other stakeholders to examine the specific challenges, hurdles and potential solutions towards successful implementation of RPS standards in order to try to build regional and national clean energy markets.

Through facilitating and managing these collaborative efforts, CESA's objective is to foster multi-state dialogue, cooperation, identification of best practices and development of agreements to promote RPS implementation success by states.

DELIVERABLES & ACTIVITIES

Through CESA-facilitated state RPS collaboratives, CESA staff is performing a range of tasks and analyses to

- (1) evaluate what is and is not working in RPS implementation,
- (2) evaluate opportunities for regional cooperation,
- (3) explore the interest of the states in developing regional frameworks or agreements to advance RPS compliance and REC trading and
- (4) provide recommendations to Congress so that if a federal RPS is adopted, the framework will support and be consistent with state RPS interests and efforts.

During the next year, CESA will continue to facilitate, staff, and provide technical assistance to these collaboratives, by hosting regular meetings, planning a national summit, and developing analyses and recommendations for stakeholders. Through the collaboratives, CESA will assist states in identifying RPS best implementation practices, and explore the merits and interest in developing a multi-state compact or agreement to work towards RPS harmonization and common implementation strategies. The collaboratives will

address the following areas, among other issues of interest to the states:

- Development of common RPS eligibility definitions among states
- Identification of best RPS program design elements
- Ensuring coordinated information sharing among states on RPS progress and lessons learned
- Development of state-based measures to promote long-term financing of renewable projects
- Analysis and advise to states on use of technology “set-asides” to foster the development of distributed generation
- Fostering reciprocity between state RPS programs
- Identification of how to use RPS programs effectively to support clean distributed generation
- Provision of objective input from state RPS administrators on the merits of federal RPS proposals and how the federal government can best support state RPS programs
- If a federal RPS is proposed, development of specific recommendations to ensure the federal framework is well-designed and consistent with and supports state RPS efforts

CESA Clean Energy Project Database

PROJECT DIRECTOR

Mark Sinclair

SUMMARY

Develop a national renewable energy program database to summarize state support for the deployment of RE projects – utility-scale and distributed projects. No national database of these projects now exists, a major information gap.

DELIVERABLES & ACTIVITIES

- Develop a template and compile key data and metrics to document state-based clean energy project support (funding levels, MW installed, etc.) by CESA member programs.
- Based on the database, develop a report on collective CESA state-fund activity with key findings and implications regarding program deployment and results.

Evaluation of State-based Tools for RE Project Finance

PROJECT DIRECTOR

Mark Sinclair

SUMMARY

There are a wide variety of policy and finance approaches available for states to support renewable energy project development. Some of the approaches are more market-oriented (renewable portfolio standards); others are more government-driven (rebate subsidies, feed-in tariffs). In this initiative, CESA will identify the most common elements of the various mechanisms, the relative merits of the possible choices, and best design practices for each option.

Objective

The objective of this project is to evaluate and describe the key policy approaches and typical project development support mechanisms used by states and other countries to advance RE projects. The analysis will include an examination of the critical factors affecting the design and use of these policy options, the pros and cons of each option, and identification of best practice recommendations for ensuring the effectiveness of each approach.

The major policy approaches to be examined include:

- Feed-in laws
- Standard offer contracts
- Renewable Portfolio Standards and REC financing
- Rebates: both performance-based and capacity-based
- Tax incentives
- Loans
- Production incentives

DELIVERABLES & ACTIVITIES

- Identify the major design options for mechanisms, and advantages and disadvantages of the mechanisms.
- Assess each mechanism under several criteria including:
 1. Facilitating growth of RE projects
 2. Providing investor confidence and industry long-term support
 3. Relative administrative burden and cost of implementation

4. Economic efficiency
 5. Ability to encourage development by target categories
 6. Other public policy goals
- Develop a series of briefings and information exchanges for CESA members on the major mechanisms, with the possible creation of an information exchange network with European RE program managers.
 - Develop a report that summarizes CESA's findings and provides an assessment of strengths and weaknesses of the various policies.

TIER TWO – JOINT PROJECTS IN DEVELOPMENT

State Renewable Energy Exemplary Program Recognition

PROJECT DIRECTOR

Maria Blais

SUMMARY

CESA staff is developing an Exemplary Renewable Energy Program Awards process to give recognition to notable clean energy programs developed by states. Staff will develop recommendations for a process to select outstanding state programs, along with award categories, evaluation criteria, and a nomination process. Awardees and their programs would be honored and highlighted at CESA membership meetings.

DELIVERABLES & ACTIVITIES

- Develop an Exemplary Program Awards mechanism to highlight innovative clean energy programs from across the country.
- Develop a public education component to circulate highlighted programs and awardees.
- Develop evaluation criteria and create a review committee with internal and external members to determine awards.
- Present first round of awards at the fall biannual membership meeting.

Renewable Energy, States and Federal Energy Policy

PROJECT DIRECTOR

Mark Sinclair

SUMMARY

A major challenge today is how to accelerate the commercialization and deployment of clean energy and low carbon technologies within the next few decades. Currently, the U.S. DOE conducts basic research in conjunction with the national research laboratories, while the states, through clean energy funds, are providing the major public funding for actual deployment of clean energy projects. As states, regions, Congress, and a new Administration explore and pursue new climate stabilization strategies, with an emphasis on cap-and-trade, there is a significant opportunity to explore innovative possibilities for advancing a more decentralized, state-primacy strategy(ies) towards low carbon technology. This project is intended to examine the institutional management structures, funding sources, and possibilities for providing states with the resources and collaboration opportunities to drive large-scale deployment of renewable energy resources, in the context of new climate policies and federal energy policy.

OBJECTIVES & ACTIVITIES

- Identify the best means of using states to drive large-scale deployment of renewable energy in emerging state and federal climate programs.
- Develop, advance, and inform policy and program recommendations for an enhanced role of states in delivering clean energy deployment in the context of new federal energy and climate policy, based on the experience and perspectives of the CESA clean energy funds.
- Explore and pursue strategic partnerships with major stakeholders (NASEO), DOE, National Commission on Energy Policy, etc. to advance the potential role of the states and RE support in existing and future climate change laws and programs.
- Advise CESA members on opportunities to effectively engage in climate change actions at state and federal level to ensure value and role of clean energy funds are visible and understood.
- Develop recommendations on specific primary role of states, in particular, clean energy funds, in low carbon initiatives at the federal level.
- Identify and recommend specific climate technology finance and deployment policies and strategies for use in state and federal climate action programs to accelerate RE commercialization and market development.
- Plan and host a meeting of Northeast Governors and energy officials to discuss and advance the strategic role of states in advancing clean energy.

TIER THREE – CEG LEVERAGED PROJECTS^[1]

Clean Energy Investor Outreach

PROJECT DIRECTOR

Lewis Milford

CONSULTANT ASSISTANCE

Ken Locklin

SUMMARY

CEG has been working to engage state clean energy funds and their state fiduciaries and public pension funds with the goal of increasing awareness among these institutional investors about opportunities in the clean energy sector and, possibly, to leverage CESA investments with direct investment by state pension funds and/or allocations for investment to the clean energy sector. In partnership with Ceres and the Investor Network on Climate Risk, CEG has established the Clean Energy Investment Working Group (CEIWG) of more than three dozen state treasuries, pension investment officers and foundation officials that are examining opportunities to deploy capital in the clean energy sector.

During the initial 18-month Phase One of the CEIWG's activities, members met on a regularly scheduled basis. CESA members were encouraged to attend the CEIWG meetings and conference calls. During the Working Group's new Phase Two activities, CEG and Ceres staffs have begun to work directly with selected state level public fiduciaries (typically State Treasury offices) to encourage direct investment by these funders in clean energy investments. CEG is working with CESA members in Pennsylvania and Massachusetts to encourage such direct investments by state fiduciaries. Other similar opportunities will be explored in additional CESA member states as they become available.

Objectives

- Provide ongoing investment development and advisory support to selected state institutional investors and pension programs concerning opportunities in the clean energy sector.
- Create linkages to the state clean energy funds that may provide an avenue to support these activities, and potentially for direct parallel investment.

^[1] These three projects are supported by foundations and CEG's project partners. No CESA funds have been used to develop these initiatives.

- Update the CESA peer-facilitated network concerning information sharing and direct dialogue opportunities between state clean energy funds and their state fiduciary counterparts.

Foundation Support

- The John Merck Fund
- The Lenfest Foundation
- Rockefeller Brothers Fund

International Initiative on Climate Technology Policy (IICTP)

PROJECT DIRECTORS

Lewis Milford and Dan Dutcher

CONSULTANT ASSISTANCE

Todd Barker (Meridian Institute)

SUMMARY

CEG is working with U.S. and EU partners on a "parallel and complementary climate technology policy" effort, which would propose alternative technology measures needed, in addition to cap and trade policies, to mitigate climate change from greenhouse gases.

This project has two goals: In the short-term, to convince the parties of the Group of Eight (G8) process on climate to include a separate technology innovation track in its deliberations; and in the long-term, to create a new network of U.S. and international partners and to develop a multi-pronged, complementary technology policy track that includes distributed technology innovation, innovative finance mechanisms that support technology development, economic development and technology standards and goals. The IICTP website is linked from the CESA website's homepage ("International") and can be found at www.climate-tech-policy.org.

Objectives

- Continue to bring together CESA members, international counterparts and technology innovation experts to discuss sub-federal economic development and technology-based approaches to climate change.
- Provide CESA members with relevant information on international clean energy market and policy developments.
- Highlight CESA member fund successes to a broader international audience through partnerships with international organizations, such as

the United Nations Environment Programme, and through publications, case studies and conferences.

- Link CESA members with international counterparts for peer to peer learning and exchange opportunities (technology, funding and policy), including international conferences.

Foundation Support

- Rockefeller Brothers Fund

Global Alliance of Public Clean Energy Funds

PROJECT DIRECTOR

Dan Dutcher

SUMMARY

Since 2005, Clean Energy Group has been working with the UNEP Sustainable Energy Finance Initiative (SEFI), the United Nations Environment Programme (UNEP), and the Basel Agency for Sustainable Energy (BASE) to identify new forms of public finance at the local, state and national levels, primarily in the U.S. and Europe. Many levels of government are responding to the pressing threats of climate change and opportunities for economic development with new and creative finance mechanisms to accelerate development of clean energy and low carbon technology markets.

Modeled after CESA, the Sustainable Energy Finance (SEF) Alliance is working to develop a forum to foster collaboration and information exchange among public sustainable energy finance practitioners to improve public support for clean energy and catalyze private investment in the sector. The forum seeks a global geographic reach, initiated through a core set of participating institutions of which members of CESA are involved.

The development of an international alliance of public clean energy funders could assist nations in optimizing their individual clean energy support strategies and increase deployment and implementation of clean energy technologies and help emerging markets strengthen their public finance approaches in the energy sector.

Objectives

- CEG and CESA staffs are working with the SEF Alliance and BASE to assist in a strategic planning process to advance the alliance into its second year.
- CESA will be continually updated with SEF Alliance Conference Call information for their participation.

DELIVERABLES & ACTIVITIES

- CESA will play an active role in providing strategic input on the formation of the international alliance, and identify opportunities for partnership, collaboration, and coordinated projects between CESA and a counterpart public fund network/finance forum.

Note: This project is under development with support from foundations and CEG's project partners. No CESA funds have been used to develop this initiative.

Appendix 2

CESA Membership List 2008-2009

(Anticipated)

Alaska Energy Authority – Peter Crimp, Sara Fisher Goad

California Energy Commission – Heather Raitt

Colorado Governor’s Energy Office – Tom Plant

Connecticut Clean Energy Fund - Lise Dondy

Energy Trust of Oregon - Peter West

Illinois Clean Energy Community Foundation – Jim Mann, Gabriella Martin

Maryland Energy Administration – Renewable Energy Program – Michael Li

Massachusetts Technology Collaborative Renewable Energy Trust – Warren Leon

New Jersey BPU Clean Energy Program - Mike Winka, BPU and Joe Carpenter, NJ DEP

New York State Energy Research & Development Authority – Tom Lynch

New Mexico Energy Conservation and Management Division – Fernando Martinez

Ohio Dept. of Development Energy Loan Fund – Sherry Hubbard

Sustainable Development Fund (Pennsylvania) - Rob Sanders, Roger Clark

Vermont Clean Energy Development Fund – Robert Ide

West Penn Power Sustainable Energy Fund - Joel Morrison

Wisconsin Focus on Energy – Don Wichert

Xcel Energy Renewable Development Fund (Minnesota) – Debra Paulson, Xcel and Bill Grant, IWLA

Appendix 3

CESA Project History

For a complete list of CESA annual Strategic Plans and Deliverables Reports, please see the Members' Page on the CESA website.

For a complete list of CESA reports, see <http://www.cleanenergystates.org/case.html>

Year One (2003-2004)

- Monitoring and Evaluation Project
- Homeland Security and Clean Energy
- Public Education and Clean Energy Branding
- Offshore Energy
- Solar PV Industry Collaborative
- Small Wind

Year Two (2004-2005)

- RPS and RECs
- Wind Siting Project
- Clean Energy and Security
- Solar PV Project
- Public Education and Clean Energy Branding

Year Three (2005-2006)

- Wind Siting Project
- Offshore Wind Siting
- Solar PV Project
- RPS Implementation Project
- Clean Energy and Security
- Clean Energy Investors and Pensions

Year Four (2006-2007)

- Solar PV Project
- Wind Siting Project
- RPS Implementation Project
- Agriculture and Biomass

Year Five (2007-2008)

- Solar Project (PV and Solar Hot Water)
- Wind Siting Project
- RPS Implementation
- Agriculture and Biomass



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