

STATE ENERGY ADVISORY BOARD
MEETING MINUTES: NOVEMBER 10 - 12, 2009
RALEIGH, NORTH CAROLINA

MEETING ATTENDEES

Designated Federal Officer (DFO):

- Gary Burch, STEAB DFO, Senior Management Technical Advisor, Intergovernmental Projects, Golden Field Office, Denver, Colorado

STEAB ATTENDANCE		
BOARD MEMBERS	Present	Absent
Chris Benson , (<i>Board Chair</i>) Director, Arkansas Energy Office, Department of Economic Development	✓	
Jim Arwood , Director, State Energy Office, State of Arizona	✓	
Henry ‘Ted’ Berglund , CEO and President, Dyplast Products (FL)		✓
Susan S. Brown , Deputy Administrator, Wisconsin Division of Energy		✓
John H. Davies , Director, Division of Renewable Energy and Energy Efficiency, Kentucky Office of Energy Policy	✓	
Roger Duncan , General Manager, Austin Energy – City of Austin (TX)		✓
Ryan Gooch , Energy Policy Director, Tennessee Economic and Community Development	✓	
Paul Gutierrez , Vice Provost for Outreach Services, Associate Dean and Director, Cooperative Extension Service, College of Agriculture and Home Economics, New Mexico State University		✓
Duane Hauck , Director, Extension Services, North Dakota State University	✓	
Elliott Jacobson , (<i>Board Secretary</i>) Director, Action Energy, Inc. (MA)	✓	
Cecelia Johnson-Powell , Community Development Manager, Indiana Housing and Community Development Authority	✓	
Peter Johnston , Project Manager, Clean Energy Technologies, Burns & McDonnell (AZ)		✓
James Nolan , Weatherization Director, Department of Public, Health and Human Services (MT)	✓	
Larry Shirley , State Energy Office Director, North Carolina Department of Administration	✓	
Janet Streff , Manager, State Energy Office, Minnesota Department of Commerce	✓	
Patricia Sobrero , (<i>Vice Chair</i>) Associate Vice Chancellor, Extension, Engagement, and Economic Development, North Carolina State University	✓	
David Terry , Executive Director, ASERTTI (VA)		✓
Steve Vincent , Regional Business Manager, Avista Utilities (OR)	✓	
Daniel Zaweski , Director, Energy Efficiency & Distributed Generation, Long Island Power Authority (NY)		✓

Contractor Support:

- Emily Lindenberg, SENTECH, Inc.
- Carmela Carr, SENTECH, Inc.

Public:

- No public representatives participated in this meeting.

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WELCOME & INTRODUCTION

The November STEAB meeting commenced at 9:00 a.m. EST on Tuesday, November 10, 2009. Chris Benson (CB), Board Chair, welcomed all members to the meeting. CB thanked Patricia Sobrero (PS) and Larry Shirley (LS) for their hard work with this meeting and thanked the speakers for taking the time to come to the meeting. He mentioned this was the first time the Board has had the pleasure of having the meeting at a University and thanked everyone for this unique opportunity.

SPEAKERS

No formal presentations were made during this meeting; however, speakers were invited to provide insight into the collaborative partnerships sustained by North Carolina State University and others in the Research Triangle as it relates to energy efficiency and energy education.

- **“Welcome and Background to North Carolina’s Commitment to Green Energy”**
Dale Carroll, Deputy Secretary, North Carolina Department of Commerce.
- **“Engagement at North Carolina State University with Public and Private Partners”**
Jim Zuiches, Vice Chancellor, Extension, Engagement, and Economic Development, North Carolina State University.
Terri Lomax, Vice Chancellor Research, North Carolina State University.
Norris Tolson, President and CEO, North Carolina Biotechnology Center, and Chairman of the Biofuels Center of North Carolina.
- **“Panel Discussion: Successes and Lessons Learned through Public and Private Partnerships”**
Tracy Dixon, Director of the University Sustainability Office and Campus Environmental Sustainability Team Leader (with Students).
Terri Helmlinger Ratcliff, Assistant Vice Chancellor, Industrial Extension Service.
Sarah Kirby, Associate Professor and Extension Housing Specialist.
John Morrison, Assistant Secretary for Energy, NC Department of Commerce.
Tom White, Director, Economic Development Partnership Program.
Bill Winner, Professor, Forestry and Environmental Resources, and NC State Energy Council Leader.

WELCOME AND BACKGROUND TO NORTH CAROLINA’S COMMITMENT TO GREEN ENERGY

- Dale Carroll (DC) spoke to the Board about the history and commitment by North Carolina’s leadership to champion green jobs and clean energy. Governor Bev Perdue’s program of the Green Business Development fund is moving into its third year and going strong in North Carolina. He enumerated the Governor’s four “clusters of the economy” she has charged the Commerce Department to sustain and grow: Financial Services, Defense Industry, Life Sciences and Biotech, & Green Energy. He concluded his speech by welcoming the Board to North Carolina and wishing them well in their endeavors.

ENGAGEMENT AT NCSU WITH PUBLIC AND PRIVATE PARTNERS

- Jim Zuiches (JZ) told the Board about the history of North Carolina State University and about its foundations as a land-grant University. He spoke particularly about the employees on campus who are already working in the realm of Renewable Energy and how they work with each other and others to create outreach programs, provide technical assistance, and work with each other through a Technology Commercialization program.

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- Terri Lomax (TL) spoke to the scope of research done at the University and, according to new rankings that were just released, NCSU is third in the country for state-supported research. Solar is one of the biggest current areas of research on the campus.
- Norris Tolson (NT) talked about the legacy of former Governor Jim Hunt and how he envisioned moving North Carolina forward by diversifying the economy and funding information technology centers like RTI and the BioTech Center. The BioTech Center invests in other people's science, with a goal to create wealth and opportunities from that research through commercialization.
- A question-and-answer session followed, where the Board and the panel discussed the focus of the BioTech Center, how businesses arrived on the University campus, the benefits of a land-grant University, and about other collaborative research centers in the greater Raleigh area and their impact on the economy and education.

PANEL DISCUSSION:

SUCSESSES AND LESSONS LEARNED THROUGH PUBLIC AND PRIVATE PARTNERSHIPS

- Discussion centered on the NCSU commitment to sustainability and going 'climate neutral' in the future and how partnerships are vital to this task. The University hopes to connect to the students and the community in order to engage them in the process of moving North Carolina towards a green economy. The panel noted that collaboration with public and private entities was very important because of the reach of different companies and extension programs to help engage the community and promote energy efficient programs.
- A question-and-answer session followed this discussion, and questions were posed about ARRA funding and how effectively has the University been able to spend ARRA funding with regard to the demands of the Weatherization programs.

TOUR OF NORTH CAROLINA STATE UNIVERSITY

- PS then led the Board on an extensive tour of the University Campus where they visited the EnVision Center, College of Textiles and Nonwovens Institute Pilot Facilities, the Science House and Freedom Center, and the Wildlife Building. All of these locations had a focus on renewable energy, sustainable building, public-private partnerships with an emphasis on "greening" specific technology, and also the recycling of manufactured products into different recycled materials. The Board finished their tour of campus at the College of Design Rotunda where they were greeted by a reception sponsored by the University in order to showcase the University energy efficiency and renewable energy programs and partnerships.

DISCUSSION ON ASSISTANT SECRETARY ZOI'S FOUR STRATEGIC GOALS FOR EERE AND CREATING A DEFINITION OF SUCCESS

- CB opened the meeting thanking PS for the eye-opening experience, and asked the Board to use inspiration from the previous day to shape the actions of the Board in the coming year. John Davies (JD) echoed those feelings and commented that he sees the spirit of collaboration and cooperation with the community and is inspired by how the University is not simply focused on commercialization.
- Gary Burch (GB) took this time to let the Board know that he has a new role at the Golden Field Office and his new title is Senior Management Technical Advisor for Intergovernmental Projects. In this capacity one of his new goals is to collect success stories from all States about which programs, funded with ARRA money, have been successful when it comes to Weatherization, State Energy Programs (SEP) and Block

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Grants. Since one of the Assistant Secretary's goals is to connect to the "hearts and minds" of Americans, this is something the Board can also assist with.

- Jim Arwood (JA) told the Board that from his experience as a former newspaper editor, the Board needs to find stories that address the technical achievements of the ARRA funded programs, but also address the human side so people can relate to these stories.
- CB opened for discussion how the Board can design ideas and strategies to help the Assistant Secretary achieve these goals.¹ Board members such as Elliot Jacobson (EJ) and Janet Streff (JS) expressed concerns about trying to help achieve these goals because despite the fact that there is a lot of money available, all of the ARRA money comes with conditions which make it hard to spend quickly and effectively. Many other Board members spoke to this and expressed their States' frustrations with the conditions associated with ARRA money, and all felt that STEAB could work with the States to bring these concerns, as well as the success stories, to the Assistant Secretary.
- PS believes the Strategic Direction of the Board is clear and the best way the Board can assist in meeting the Assistant Secretary's goals is to align Board Resolutions to the four goals and create a cohesive message. Duane Hauck (DH) and Cecelia Johnson-Powell (CJP) both feel the Board has been providing Resolutions that move towards fulfilling these goals for the past few years. The issue now is to try and translate these Resolutions from recommendations to action-plans. DH believes the Board can use information garnered the previous day with respect to land-grant Universities and public/private partnerships to fulfill the goal of engaging the public at the local level, by using the land-grant system as a conduit.
- JD, Ryan Gooch (RG), and Steve Vincent (SV) all agreed that encouraging cooperation between State Energy Offices and Universities is a great way to engage the public and RG even cited an example from Tennessee where the State Energy Office is partnering with a University for a Solar program. JD elaborated that partnering only with land-grant Universities could limit the scope of the research; and the Board should encourage collaboration across a financial, educational and government sector. The Board overall felt if their Resolutions focused three to five years out in terms of budgetary needs, and was able to show EERE the benefit of partnering with educational sectors, the Board has the opportunity to show EERE how to operationalize programs to achieve the Assistant Secretary's goals.
- From this discussion all Board members felt that their Resolutions needed to begin to move in a more powerful direction which speak to more of the "how" to make a program work, instead of just recommending a program be implemented.
- GB asked the Board to work to identify what "success" means with regard to the ARRA programs. He felt this would help guide the Board as they not only gather success stories for EERE, but as they work as a group to write a Resolution for the Assistant Secretary outlining an action plan to help *her* meet her four strategic goals.
- The Board embraced this call for a comprehensive definition because it answered two questions for them; one, how to define success to assist with the collection of success stories for EERE; and two, giving the Board a final outcome for them to follow when crafting on their action-plan as a Resolution.
- PS, JD and GB all echoed the same sentiment that the definition the Board arrives at needs to encompass a short-term, medium-term and long-term definition. This is needed because it will be used for assessing Recovery Act programs implemented now and in the

¹ Assistant Secretary Zoi's Strategic Goals can be found in Appendix A directly following the minutes.

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coming year, and also will assist in creating a vision for an outcome for future Resolutions.

- DH proposed that a measure of success could be determined by first looking at “what are barriers preventing States from implementing their Recover Act programs?” SV believes true success is measured by seeing a reciprocal partnership develop between SEO’s and DOE HQ. JS mentioned comments Assistant Secretary Zoi made during the briefing session held in August where she noted that there just are not enough “green stories”. The Assistant Secretary felt that communities did not feel that green-energy is applicable to their community. Maybe this is the area the Board needs to focus on when defining success...changing the consciousness of communities as it relates to green-energy.
- This discussion concluded with the Board agreeing to circle back on this effort after a brief break and short discussion on staffing changes at the Golden Field Office and DOE HQ. GB noted that the Board would need to table discussion on Regulatory Issues with NEPA until a future teleconference call due to the NEPA contact experiencing a last-minute conflict that made him unavailable.

HEADQUARTERS AND GOLDEN FIELD OFFICE STAFFING UPDATE

- GB led this discussion and provided updates to the Board regarding both Headquarters (HQ) and the Golden Field Office (GFO). Out in Colorado, GFO has one configuration for staff and the National Energy Technology Lab (NETL) has another. NETL is currently working at hiring new staff and ramping-up as is GFO. GFO has a new organization for overseeing State Energy Programs (SEP), Weatherization Assistance Programs (WAP) and Energy Efficiency and Conservation Block Grants (EECBG) where one Federal employee will oversee two SEP states, one employee will oversee one state for WAP, and one employee will oversee 10 “contracts” for EECBG programs. GB mentioned that at this point every one of the staff overseeing the programs should have contacted their respective states.
- At HQ there have been many changes in the front office for Energy Efficiency and Renewable Energy (EERE). Mr. Gil Sperling has a new role within EERE, Mr. Steve Chalk is now the Chief Operating Officer (COO) and Claire Johnson has taken over as head of the Office of Weatherization and Intergovernmental Programs (OWIP). The Commercialization Team (C-Team) in the front office has been revitalized and GB would like the Board to help the C-Team with commercialization options.
- Conversation then circled back to the previous discussion where the Board wanted to create a definition of “success” with regard to ARRA programs to make sure their Resolutions and success stories align with the goals of EERE. Members commented that any future Resolutions aim to meet this definition, and that the definition should include collaboration with the State and local level. JS added that the definition should focus on ARRA objectives as well as incorporate the Assistant Secretary’s goals. Cecelia Johnson-Powell (CJP) would like to include the human dimension in this definition and JS agreed that focusing on changing people’s minds about the value of clean energy could be considered the definition the Board is looking for.
- During this session the Board agreed to not make this definition an official Resolution, but simply use it as a tool by which to focus on as the “result” of any Resolutions. The definition was unanimously adopted by the Board on November 11, 2009, with a motion by Larry Shirley (LS) and a second by CJP.²

² A copy of the Board’s definition of success can be found as Appendix B directly following the minutes.

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- DH volunteered to spend time developing a draft Resolution using the definition and the concept of using Extension Services and land-grant Universities to disseminate information to the public. JD and LS agreed to help with this draft and present it to the Board on the final day of the meeting. CB added that this Resolution could use some of the background from previous Resolution 08-02 which highlighted the “Building America Program” and how Extension Services and State Energy Offices can collaborate on issues and work together to disseminate information. All Board members agreed the end result of this new Resolution must be transformational education of the public to encourage renewable energy and energy efficiency. This draft would become proposed Resolution 10-01.

DISCUSSION OF PROPOSED RESOLUTION 10-01 AND GENERAL BOARD ISSUES

- The final morning of the meeting covered general Board business and continued the discussion of now proposed Resolution 10-01. DH briefly read an outline for the proposed Resolution and spoke about the purpose of Extension and how the goal is to create learning partnerships with the community, and CJP elaborated that WAP also provide consumer education. She believes that SEO’s and Extension can help fill in the gaps that Weatherization cannot reach.
- Elliott Jacobson (EJ) continued that all states have these programs, but have differing operational networks, and the STEAB Resolution needs to be inclusive of all states in a way that is specific enough to provide a common result, but general enough to work for all states, nationwide.
- Steve Vincent (SV) believes that this Resolution needs to speak broadly and be able to give each State autonomy to determine their best vehicle for delivery of education, but gives direction about what type of education to deliver. CJP added that perhaps the Resolution should speak to pilot programs around the country because those help identify the target audience and also would act as a barometer for future programs. CB believed this was a great suggestion but thinks that DOE and SEO’s have a direct connection, but if we bring Extension into the mix, the United States Department of Agriculture (USDA) needs to feel invested in the program as well since they fund the Extension service. All Board members agreed that if they can get both DOE and USDA invested in the Resolution by using both SEO’s and Extension Services, there will be more opportunity for funding and assistance.
- JS connected the discussion and conversation surrounding the Resolution to the Assistant Secretary’s four goals. She tied in the discussion about broad collaboration to further education to the goal of “Speed and Scale,” and the idea of transformative education to “Capturing Hearts and Minds.” If this program is able to get up and running, this then meets the 4th goal of “High-Impact Innovation.”
- Now the proposed Resolution had a more defined purpose and outline, the Board turned to the tougher question of financing and began discussions on where money could come from to fund this proposed program. There were many creative ideas, but GB did reign the Board in by saying this is something that can be discussed with the Assistant Secretary and USDA if and when the Resolution is adopted and the Board can move forward. He emphasized that one of the Board’s charges is the dissemination of information among the states and that is what this speaks to. DH added that STEAB can act as the communication link between DOE and USDA as well as a link between State and local programs and those organizations.
- Though members of the Board were anxious to finalize this Resolution, they all agreed that another draft needed to be written, reviewed, and discussed before they could motion

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to adopt it as an official Resolution. DH volunteered to continue finalizing the draft of the Resolution based off of the Board's previous discussion and promised to provide a draft to the Board before the next Teleconference call.

PUBLIC COMMENTS

- CB opened the meeting up for Public Comments, but seeing as there were no members of the public present and no comments had been submitted previously for the meeting, this portion of the meeting was then closed for public comment.

GENERAL BOARD BUSINESS AND LOGISTICS

- General Board business began with an update on the Membership Package which was submitted to DOE in early August and has yet to be approved. GB implored the retiring members to please stay engaged with the Board until the Membership Package is approved in order for the Board to maintain momentum. All retiring members agreed to stay on until the package was finalized.
- CB asked the Board if all members found the monthly Teleconferences to be helpful and all Board members agreed that the monthly calls are a good way to stay connected. SV asked if the Board should send emails to the SEO's asking if they would like to audit the calls in order to engage the offices with the Board's activities. DH added that he has made contact with his SEO about his involvement with the Board and has received positive feedback from the office with regard to the Board's activities. He asked if there was a way to elevate the Board within all SEO's and DOE without pushing an agenda on either organization. CB and the Board discussed the idea of re-establishing the STEAB communications sub-committee in order to elevate the Board's presence.
- All members then voted on a new schedule for upcoming Teleconferences and unanimously decided on the third Thursday of every month at 1:00 PM EST. The next call will be held on December 17th, 2009.
- GB then solicited the Board for suggestions of the next live meeting date. All members decided that the best time for the next live meeting would be the week of March 8th, 2010, and the location would be Washington, D.C. in order to guarantee that certain invited speakers from DOE will be able to attend.
- CB then asked about the status of the Annual Report and what the theme of the report should be this year. All members believed that ARRA funds were germane to the report and that it should highlight communication between the Board, DOE, and the States with regard to the fund distribution. JS suggested the title be "Reinvesting in Energy" or "Unbounded Energy."
- The next topic broached at the meeting was about the Board's strategic focus areas for 2010. EJ believed that this was better to be discussed at the live meeting in Washington, DC, as the quarterly report on ARRA funds will come out in January and the Board can use this report as the basis of revising or updating the Strategic Direction.
- Coming full circle on his new job at GFO, GB asked the Board to please feel free to send him success stories from the Board's States that he can help pass along to EERE as the office is currently looking for any stories of this type.
- CB asked if there were any outstanding topics for discussion, and seeing as there were none, CB and GB thanked the Board for their active participation and thorough discussion on all items discussed. CB mentioned that he is looking forward to seeing the final draft of the proposed Resolution 10-01 and thanked the Board for allowing him the opportunity to serve as Chair for the last few years. The meeting adjourned at 11:37 AM on Thursday, November 12, 2009.

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ACTION ITEMS arising from the November 2009 STEAB meeting are highlighted below:

In the coming weeks/months, the Board has several action items on the agenda with associated timeframes to ensure their effectiveness. The Board is currently considering a face-to-face meeting in Washington, D.C., during the week of March 8th, 2010. In addition, the Board is also considering several potential actions based on topics discussed during this meeting, with the intention of re-visiting them for further discussion during the December 17, 2009, conference call.

ACTIONS	RESPONSIBLE PARTY	DUE DATE	STATUS
Scribe and upload meeting minutes & handouts to STEAB website.	<ul style="list-style-type: none"> • SENTECH, Inc. (scribe) • DFO/Board Chair (approval) 	<ul style="list-style-type: none"> • Submit draft minutes to DFO and Board Chair for editing by December 4, 2009. • Post Minutes to site after approval. 	<ul style="list-style-type: none"> • Submitted draft minutes to DFO & Board Chair.
Next Meeting: <ul style="list-style-type: none"> • Marriott Metro Center, Washington, D.C. 	<ul style="list-style-type: none"> • SENTECH, Inc. • DFO 	<ul style="list-style-type: none"> • Week of March 8, 2010. 	<ul style="list-style-type: none"> • Stacey Young (SENTECH, Inc.) is currently coordinating with the Marriott Metro Center.
Resolution re: Partnering with Ag's Extension Services	<ul style="list-style-type: none"> • Duane Hauck • SENTECH, Inc. (scribe notes from discussion) • Board members (review and adopt Resolution) 	<ul style="list-style-type: none"> • December teleconference call. 	<ul style="list-style-type: none"> • Notes sent to Duane on November 18, 2009. • In progress.
Write Annual Report	<ul style="list-style-type: none"> • SENTECH, Inc. • DFO • Executive Board 	<ul style="list-style-type: none"> • ASAP 	<ul style="list-style-type: none"> • SENTECH, Inc. is working on the first draft to be sent to the DFO for review. • SENTECH, Inc. is working on titles of the report for approval.
Nomination Packet	<ul style="list-style-type: none"> • SENTECH, Inc. • DFO 	<ul style="list-style-type: none"> • Re-submitted on September 21, 2009 	<ul style="list-style-type: none"> • In process and under review at HQ.

APPENDIX A

NOTES FROM STEAB EXECUTIVE BOARD MEETING WITH ASSISTANT SECRETARY ZOI

Wednesday, August 26, 2009, 11:00 AM

Objective: Brief Assistant Secretary Zoi regarding the State Energy Advisory Board (STEAB).

Present: Cathy Zoi, Assistant Secretary for Energy Efficiency and Renewable Energy
Peter Roehrig, Special Assistant to Assistant Secretary Zoi

Chris Benson, STEAB Chair
Pat Sobrero, STEAB Vice-Chair
Elliott Jacobson, STEAB Secretary
Janet Streff, incoming Chair
Gary Burch, DFO OF STEAB

Notes:

- I. Assistant Secretary Zoi is focused on “clean energy.”
- II. There are four areas the Assistant Secretary is focusing on to set the direction of the Office of Energy Efficiency and Renewable Energy (EERE). These four focus areas are:
 - A. Speed and Scale
 - 1) The Assistant Secretary explained the need for more than a token application of renewable energy across the United States, and that implementation of programs needs to be done on a larger scale. She gave an example of the large-scale use of wind turbines, and discussed how the Board needs to create strategic partnerships to work towards achieving this end.
 - B. High-Impact Innovation
 - 1) The Assistant Secretary believes there are and have been many worthwhile innovative efforts, but continues to be most interested in innovations which have the best opportunity for “high impact” with regards to clean energy, energy security, and addressing climate change issues.
 - C. Talent
 - 1) Assistant Secretary Zoi is most interested in attracting the best minds to address EERE issues. She aims to attract a work-force that implements clean energy changes. This may also end up including education focusing on

Clean Energy skills, and changing strategies within existing business practices. It was mentioned that the work-force is graying and that the DOE needs to recruit talent from other places and bring them into the Clean Energy arena.

D. Capturing Hearts & Minds

- 1) The Assistant Secretary noted that the DOE has not done a good job of capturing the hearts and minds of Americans, and there is a need to “humanize” the Board’s efforts and highlight its successes. She elaborated that there are not enough “Green Energy Stories,” and therefore communities and individuals fail to see the value, or feel Clean Energy is a benefit that is applicable to their lives. She hopes more stories can be available to address this issue and aims to establish an infrastructure to collect and publicize these stories.
- 2) It was the consensus by the Executive Board that this is an opportunity for STEAB to show the Assistant Secretary different ways to capture the hearts and minds of community-based families, consumers, leaders, businesses, and industries. The Board can play a vital role in gathering and showcasing success stories, and be the conduit for transmitting them to the Assistant Secretary for her review.

III. With regard to funding proposed innovations or new projects, the Assistant Secretary pointed out that she uses three filters before approving funding. The filters are:

A. Leverage

- 1) More leverage is better for a project. She is most interested in highly leveraged projects or innovations, and she wants to know how much leverage and from whom.

B. Market Transformation

- 1) The question is how proposed ideas or projects are transformative, and what is DOE’s “exit strategy”? Her concern is to ensure that continuous DOE funding year-after-year is not needed. Also, she is looking for specific time-tables for implementation of proposed projects.

C. Leadership

- 1) The purpose of this filter is to determine how a proposed project shows leadership in the field of Clean Energy. Is the proposed project innovative? This is vital because the Assistant Secretary believes leadership is crucial for long-term success and necessary for high-impact innovation.

IV. The Board invited the Assistant Secretary to their Board meeting in North Carolina, November 10 – 12, 2009. The Assistant Secretary agreed to meet with the Board if her calendar allows.

APPENDIX B



Recommendation for Success

Success has both a near-term and a long-term definition.

Near-term success needs to demonstrate that the objectives of ARRA and DOE continue to be accomplished. These objectives include creating jobs, saving energy, generating renewable energy, and reducing greenhouse gas emissions, as well as transforming the market by reaching individuals and enhancing the value of clean energy.

Long-term success is a combination of the above and the sustainability of the ARRA goals beyond the three-year program life.

An effective implementation and communication strategy is required to achieve both near-term and long-term success. That strategy must include coordination and cooperation that is mutually beneficial to State and Local stakeholders and DOE.

Reaching these objectives will result in success stories characterized by the human dimension. STEAB will work with DOE staff to identify and promote success stories of the benefits of clean energy at the local level.

Unanimously concurred by the Board on November 11, 2009.