1. Title Page.

1.1 Program Type & Title. Category I. Program Continuation. Retail Merchants Association of New Hampshire Energy Efficiency Program

1.2 Program Summary. Retail Merchants Association of New Hampshire (hereinafter "RMANH"), in partnership with the Jordan Institute (hereinafter "Jordan"), proposes to expand its 2009 Energy Efficiency Program to include significantly more business locations, participation by additional trade associations, leveraging of more available public and private resources, and an increased civic leadership role through enhanced market transformation. This 2-year Program continuation will seek to enroll approximately 60 businesses in year 2, up from 25 in the first year; and approximately 120 new businesses in year 3. The basic structure of the Program will continue to include a three-phase process in which enrolled businesses undertake initial evaluations, proceed into a subsidized comprehensive audit and financial analysis, and ultimately, for those who wish to proceed, deep energy retrofits of their business locations. The Program is structured to continue its expansion through year 5, when a total of up to 500, and perhaps more, business locations will have enrolled. While year one offered important demonstration and educational success, the future will offer meaningful scale to the Program that will begin a true market transformation. In addition to deep energy retrofits, the Program is also building important civic leadership tools including the development of retail market champions, who are promoting energy efficiency, as well as a collection of success stories and best practices.

1.3 Identification of Applicant Organization. Retail Merchants Association of New Hampshire is a domestic non-profit NH corporation with a principal office address of 35A South Main Street, Concord, NH, 03301. NH Business ID #64852. Principal Contact: Nancy Kyle, President/CEO, (603) 225-9748 rmanh@rmanh.com.

1.4 Length of Program. The expected life of the Program is 5 years. One year has been completed. This proposal outlines two additional years of detailed expansion. The targeted time period for which funding is sought is one year, with the option to renew for three additional years. The minimum time that the Program might operate is one year; the maximum is five.

1.5 Total Program Costs. $5,034,814

1.6 GHGERF Funding Request. $ 1,996,291.00

2. Proposed Work Scope and Schedule.

2.1 Describe the applicant's success in implementing the goals set forth in its 2009 GHGERF proposal. The Program's core strategy in year one was to enroll 25 businesses into the Program. Once enrolled, it was planned that up to 10 of those participants would move into a phase II energy audit and financial analysis; once that was completed, it was hoped that 6 businesses would undergo deep energy retrofits. Within 9 months phases I and II were fully enrolled, and the PUC approved a modification of the grant to allow for 5 additional spots to be created. Additionally,15 to 20 phase II audits will be undertaken and perhaps 6 deep retrofits will be in various stages. The Program has found that many small and mid-sized retail and commercial businesses are eager to improve their energy efficiency to reduce costs and achieve a stronger environmental profile; however, they lack skills and need guidance. Once RMANH and Jordan offered a means for these businesses to reasonably evaluate their opportunities, study returns on investment, and analyze energy as a manageable cost of doing business, it empowered them to move forward, rather than be paralyzed by a lack of credible analysis and data. A secondary goal of year one was in the civic leadership arena. Here the development of champions has been very successful. In addition to the business owners who are enrolled in the Program, RMANH as an organization is emerging as a strong voice in the commercial energy efficiency and sustainability sector. Business to business contacts are taking place, with similarly situated businesses, or those located near enrolled members, seeking information and guidance.

2.2 Modifications to Original Proposal. Modifications to year one of the Program were outlined in a letter to the PUC in February 2010, and have been included with this application. In summary, delays in collection of phase I data from Program members, coupled with the onset of the holiday shopping season, have resulted in a slower than anticipated movement into phase III of the Program. This, in turn, has made funds available from the Case Manager salary line, civic leadership line, and communications line. We were careful to not over-subscribe the Program without having the means to act on an energy assessment request, and chose to make more assessments/audits available. Within the first 9 months of the Program, we are fully subscribed for phases I and II, and are actively recruiting more Program members. Additionally, we decided to provide a more basic Energy Tool Kit, to pre-dispose potential members to the concept of energy savings, where before the members showed no interest in energy efficiency. A more robust civic leadership program is detailed in the year 2 application, as well as salary provisions made for hiring a Case Manager. Additional marketing and partnership efforts will be needed to recruit the additional 60 members we propose to enroll in year 2 of the Program. We believe we have adequately addressed this in the new proposal. **(See Appendix A)**

2.3 Provide a new Program plan with completion milestones. In most respects, the RMANH Energy Program will continue with the same structure as year one, with the following modifications: (1) Program size: RMANH proposes to expand the Program to enroll 60 businesses in year 2, and 120 in year 3; (2) Trade association expansion: In addition, the Program will enter into an agreement with the New Hampshire Lodging and Restaurant Association (hereinafter "NHLRA") as a participating partner. NHLRA offers a membership pool of an additional 800 business locations; this partnership offers a method of future expansion and market transformation; (3) Sustainability program: The Program will also expand its civic leadership efforts beginning in June of 2011, which in year one have focused on educating enrolled location management and staff on the benefits of energy efficiency, and developing a customer education program. This will also create a sustainability program for merchants and business locations who might not undertake deep energy retrofits but want to improve their energy efficiency and lessen their greenhouse gas impacts. Over time, these less engaged members may well undertake more expansive programs. NHLRA currently has a sustainable lodging program, with which the RMANH program will partner for expansion into efficiency and other programs; (4) Reduce rebate pool and audit subsidy depending on market demand; (5) Loan guarantee support will not require additional dollars and will remain at year one established value of $300,000; (6) Cost/benefit structure: As is evident in the budget section of this proposal, the Program will undertake a 240% increase in volume, for approximately the same total dollar costs as 2009; and (7) A contingency provision will be added to the contract to allow budget lines to fluctuate up to 10% so long as the total budget is not exceeded. This will be achieved by a ramp down of the level of rebates, lower unit costs of phase I and phase II audits, and use of the 2009 loan guarantee support throughout the course of the 5 year Program. Also, while the increased volume of participating businesses will require some enhanced administrative costs, marketing and communications, professional (start up) services, and some consultant costs will be reduced. The outline above is based on the GHGERF receiving auction proceeds at the floor price of $1.87. RMANH proposes that if auction prices are higher and more funds are available, the ramp up of the number of enrollees and trade association partnerships could be at higher levels. This proposal requests that the contract, if awarded, include a modification process, where, by mutual agreement, additional funds can be targeted to this Program to ensure that the costs of higher allowance realized in energy prices are rapidly put to work in the energy efficiency field.

2.3.1 Include a Program schedule indicating the timing of major tasks and milestones. (1) Milestones: By the end of year 2, the Program will enroll approximately 60 business locations, and approximately 120 more by the end of year 3. In year 2, approximately 15 new businesses will join per quarter, establishing a flow of participants into the program. There is not yet enough experience to suggest a fixed time that it might take enrollees to move from phase I to phase II. For some, it is as little as 8 weeks; for others, who manage back to school and holiday shopping seasons, there will be more variable progress. NHLRA will have similar issues but at different times of the year; (2) Phase II*:* It is estimated that between 20 and 30 phase I businesses will move into phase II by the end of year 2; and an additional 30 to 40 will move into phase II in year 3; (3) Phase III: It is estimated that between 10 and 15 business locations will advance into phase III by the end of year 2; and an additional 25 to 30 by the end of year 3; (4) Civic Leadership: Entering into year 2, the Program will have established a strong group of retail business leaders who have undertaken some measure of energy efficiency at their business locations, who will begin to emerge as spokespersons and champions of this market transformation, and who will present themselves through public commentary, local business and civic group presentations, and outreach to other retail businesses and trade associations; (5) Leverage of non-GHGREF resources: As ARRA, PACE, and fuel-blind utility programs expand and mature in the months to come, a number of RMANH phase III projects will also be implemented. Here, it is the Program's goal to leverage support from these other sources; the largest opportunity for leveraging non-GHGREF resources will be found in participants accessing the private equity market and borrowing funds for projects; (6) Program Expansion: Program expansion will be measured by both attaining the increased number of enrollments and collaborating with other trade associations. It is expected that several additional trade associations will join the Program over the next 24 months; and (7) Education and Communications: The success of the Program's education and communications will be best measured in enrollment results. RMANH will carry out several educational seminars, or "Energy and Eggs" events, to promote Program expansion in both geographical and trade areas. Outreach to chambers of commerce, local energy committees, and trade associations will be initiated to seek enrollment and promote energy efficiency. One outreach program per month will be undertaken.

2.3.2 List the staff member(s), program partners, or subcontractors who will complete tasks.

a) Authorized Negotiators: *James Monahan*, Vice President, The Dupont Group.
114 North Main St. Concord, NH 03301. (603) 228-3322. jmonahan@dupontgroup.com

b) Those charged with program oversight, quality assurance measures, invoicing, grant reporting and financial management.
Nancy Kyle, President/CEO & *Julie Karaba*, Energy Efficiency Project Manager – RMANH
35A South Main St. Concord, NH 03301. (603) 228-3322. rmanh@rmanh.com
The Jordan Institute - 49 North Main St. Concord, NH 03301 (603) 226-1009.
The Dupont Group - 114 North Main St. Concord, NH 03301. (603) 228-3322.
White Birch Communications - 114 North Main St. Concord, NH 03301. (603) 228-3322.

c) Details on personnel provided in terms of position, rates, and hours or full time equivalents. Julie Karaba, Project Manager, salary $55,000, benefits $8,250, these combined at 40 hours/wk is approx $30/hr. Case Manager, maximum salary of $44,000, maximum benefits $6600, these combined at 40 hours/wk is approx $24/hr.

2.4 List key partners or allies. (1) NHLRA will participate in the Program as a trade association partner; (2) The Community Development Finance Authority (hereinafter "CDFA") will be a key leverage and joint program associate. Where appropriate, the Program and the CDFA's small business revolving loan program will coordinate project work and potentially join marketing efforts; (3) Ocean National Bank continues as the Program's lending partner and loan loss reserve bank.

2.5 Indicate an estimated number of hours allocated to each major task/milestone. (Shown below are estimates for year 2, year 3 will grow proportionally to volume increases)

Task/Milestone	**RMANH**	**Jordan**	**Dupont Group**	**WBCG**
Education & Communications	200	Covered under Phase I and Phase II Presentations	0	350
Administration	400	65	400	0
Phase I Evaluations	600	900	20	50
Phase II Audits	300	2100	45	50
Phase III	350	1000	45	50
Civic Leadership	100	50	20	100

3. Program Benefits. Indicate the extent to which the proposed program can be expected to: **(See Appendix B)**

3.1 Result in Energy Savings. Commercial sector buildings in New Hampshire, as of OEP's 2007 updated figure, use 79.1 trillion Btu (TBtu) per annum, which is 22.3% of the state's total energy use or 34% of all non-transportation energy. Of that, 49.2 TBtu, or 70%, is for electricity, and 30% is for thermal use (see appendix A, figure 3). We have had difficulty tracking down the number of commercial buildings in NH, but have decided to use Carbon Solutions New England's numbers ("CSNE"): the commercial sector consists of approximately 24,000 buildings representing almost 384 million square feet, of which 5,000 may be government buildings, leaving approximately 19,000 privately owned commercial buildings. RMANH has identified approximately 4,000 owners, many of whom own or operate multiple buildings, who fall under the commercial retail SIC code in NH. We assume that 8,000 to 11,000 buildings fall under RMANH's definition. A number of the remaining commercial buildings fall under NHLRA, with office buildings and warehouses making up the balance. RMANH is willing to include those owners as long as they enroll in the program. Most commercial buildings have extremely poor envelopes, oversized heating, cooling and ventilation systems ("HVAC"), and little, if any, heat, cooling or humidity recovery in their air exchange systems. As a result of poor design, pumps and motors are routinely oversized. As the Program helps businesses tighten up commercial building envelopes, properly sized HVAC systems will introduce heat, cooling, and humidity control in air exchange systems, which, along with new technology, will also dramatically reduce electric usage. As reductions in site electric usage of ten to fifteen percent result in over a threefold reduction in electric generation source energy and lower transmission losses, *thirty to fifty percent* *reductions* in total energy use are possible in this sector, with proportional reductions in greenhouse gas emissions (hereinafter "GHG").

3.2 Be cost-effective. The Program's screening process will offer a cost-effective means of ensuring that dollars spent on energy audits and evaluations are targeted at those businesses that are most likely to advance projects to completion. The Program is designed to leverage existing utility programs and other State and federal funding sources. We expect that most projects will receive additional benefits of at least a quarter to a third of the full project cost.

3.3 Promote.

3.3.1 Market Transformation. Barriers to active participation in energy efficiency by smaller commercial customers have been acknowledged in a number of forums and studies. These include the challenges associated with triple net leases, credit risks, and the difficulty of raising upfront capital in the small to medium sized retail sector. This Program recognizes these challenges and will overcome these obstacles using specific tools in the form of interest buy-downs, revolving loan funds, loan loss reserve funds, grants, and risk management. In addition, the analysis and case-by-case project management will produce more information that can be used to address as yet unknown barriers as they arise. Above all, this Program will transform the market at a grassroots retail business level by offering actual demonstration projects that show real results. With access to continued assistance, as well as tangible results in comparable settings, other retail businesses will undertake energy management efforts and make those a larger part of their business planning. This business to business "viral marketing" will be one of our strongest tools to encourage implementation. Also, the Program will explore the potential to use the millions of retail transactions to educate and engage consumers in emissions reduction efforts. This huge multiplier effect offers a truly transformative opportunity.

3.3.2 Innovative technologies. Over the past several years, Jordan has worked consistently to promote innovative technologies in air sealing, envelope insulation, distribution systems, simplified controls, and heating, cooling, and air exchange energy recovery systems. Jordan also has been closely following the ever-improving technology for biomass, combined heat and power (CHP), geothermal and air to air heat pumps, as well as district heating. Jordan, with RMANH, will continue to bring this expertise to the commercial sector and help with implementation and dissemination throughout this sector. The commercial sector offers an outstanding opportunity to introduce the public to these new technologies and to see them in action.

3.3.3 Economic development. Energy savings and emissions reductions in the commercial sector will significantly reduce operating costs, thus helping to preserve existing jobs. Implementation of the projects proposed will not only create jobs but also demand for a new workforce with the required skills. These are jobs that cannot be outsourced and that keep dollars circulating locally and regionally. As we solve the financial and educational barriers to energy upgrades, the commercial sector's participation will increase and continue to sustain these important economic improvements.

3.3.4 Reduce energy costs. The Program continues to target retail businesses that are motivated to participate to both save money on energy costs and improve their environmental profile. As we expand the program to NHLRA, we will develop a new set of tools for the restaurant industry. This new sector will require us to fine-tune and evolve our current evaluation and audit techniques as well as explore the new technology for this specialized sector. All levels of participating businesses will be given tools to study their current energy spending and how to reduce those costs. We will make every effort to help clients maximize existing rebate and tax credits as well as the new set of various incentive programs.

3.4 Effectively measure and verify program performance against stated goals. The Program will utilize both quantitative and qualitative measures to verify program performance against the stated goals. A database of Program members will be maintained by Jordan to document before and after energy use and GHG from demonstration projects. Jordan will establish pre-project energy use and energy expenditures based on a minimum of three years data. As demonstration projects are implemented, sensors will be embedded in buildings so energy use can be accessed remotely, at a finer level of detail than what is available from utility bills and meters alone. For each phase, a survey will be developed to measure the effectiveness of education and community outreach attributed to each stage of the Program. Results will be tabulated and reported quarterly to the PUC. Marketing efforts can then be adjusted, if necessary, to meet the needs of the Program membership.

3.5 Promote collaboration. As this and other energy efficiency and sustainability programs mature, the ability to leverage other funds, learn from other programs, and find public and private supports is growing rapidly. In year 2, we fully expect to bring phase III projects to non-GHGERF programs for loan and other supports. This may include revolving loan funds and loan loss reserve funds supported through federal programs, as well as private equity opportunities. Collaboration will also be achieved by expanding the program to other trade associations. NHLRA is included in this proposal as a participating partner; it is expected that expansion to several other trade associations will occur over the next 24 to 36 months. As the Program expands to include scores more business locations and new building types, a growing inventory of energy efficiency resources, best practices and retrofit models will emerge. As projects can be coordinated and successful energy savings programs replicated, we will share these findings among all participants, expanding the knowledge among many commercial sectors that have not previously worked together. Benefits from system management, potential demand-side management, and renewable energy opportunities will present themselves as more businesses enroll in the Program.

4. Measurement and Verification.

4.1 Describe in detail how program performance will effectively be measured and verified against stated goals and program benefits. (1) Measurement: Jordan and CSNE will work together to evaluate, monitor and verify energy use before and after implementation for at least three years, which will allow us to track energy use and GHG from each project. This will include not only the specific buildings we work on but also the impact of our education program on other building owners, employees, and walk-in customers. Jordan will establish pre-project energy use and energy expenditures based on at least three years of data. On buildings where significant renovations are made, the Program will track not only costs of renovation, but, also, embed sensors in the building, as noted above. This will allow us to evaluate actual energy use and which measures are proving most effective for several years after project completion. This information will be shared with clients to make necessary improvements and adjustments to operating procedures. CSNE will then be able to extrapolate this data to develop GHG reduction potentials for the entire commercial sector across the state. CSNE will also analyze the cost of implementation and the annual cost savings resulting from reduced energy use to quantify both environmental and economic benefits of the project. In addition, the results of this project will be used to modify the assumptions that were made to calculate GHG and the economic benefits of activities recommended in the NH Climate Action Plan (NH Climate Change Policy Task Force, 2009); and (2) Verification: The deliverables outlined in this proposal will transfer to a contractual agreement between RMANH and the PUC. A quarterly progress report of Program milestones and developments will be filed with the PUC, as specified in the agreement. This report will measure the percentage of completion for each task of the grant-funded elements of the Program. In addition, a monthly report will be required from each vendor/consultant that will detail work completed and hours assigned to each task. A running tabulation of progress for each enrolled business will be maintained, including details of phase I – III completion. Program Partner Meetings will be conducted no fewer than twice per month, allowing stakeholders to discuss and execute tasks in an efficient and predictable manner. All enrollees complete an application that details their business name, responsible parties, and location. Separate, specific contracts are executed for phase II and phase III participants, which detail the roles and responsibilities of the participant, RMANH, and Jordan. Those enrollees who participate in grant-funded rebates and/or loan loss reserve parts of the Program also execute a separate financial instrument. All of these contracts, applications and agreements are maintained by RMANH and are available for inspection and review by the PUC or other agents of the State of NH.

5. Budget Explanation.

5.1 Proposed budget for the program. **(See Appendix C)**

Expense Items	**Narrative Explanation**	**Itemized Cost**	**Total Cost**
Salaries, Wages, & Indirect Overhead	RMANH will administer and house the Program incurring a 10% administrative fee of non-project costs, totaling approx $35,000. The administrative fee is based on an estimate of space, time, and professional oversight needed to ensure sound management of the Program and focus on expansion of the Program to other trade associations. Physical space will continue to be housed at RMANH offices.	$35,000	$185,710
	Expansion of the Program will require additional administrative support and more outreach. An overhead cost of $300 per month will be assessed to cover the costs of telephones (land and cell), equipment leasing, and other supports.	$3,600	
	Estimated mileage/tolls costs for in-state travel will be 50,000 miles at a rate of $.41 per mile or $18,500.	$18,500	
	The Program Manager will implement and manage the Program at a salary of $55,000 plus 15% ($8250) benefits cost. Payroll taxes to be included in the amount of $5489. Employee development (professional membership, certifications, etc) to be included at $2750. The salary range is based upon salary ranges for similarly situated program managers.	$71,489	
	The Case Manager will support direct interaction with businesses that enroll in the Program. (S)he will be responsible for on-site visits, assisting participating businesses with structuring projects,	$57,121	

	managing initial financial analysis and guiding projects through the process. The salary range for this position is $40,000 to $44,000 plus 15% ($6000 - $6600) benefits cost. Employee development (professional membership, certifications, etc) to be included at $2000. Payroll taxes to be included in the amount of $4169. The salary is based upon similar positions at The Jordan Institute. RMANH's existing business and public affairs consulting firm, The Dupont Group, and White Birch Communications Group: James Monahan: 20 – 25 hours per month: Will lead the firm's role and will be responsible for the Program's oversight, design and implementation. In addition, will lead the expansion of the Program to other trade groups, seek non-GGRF dollars, and manage the regulatory affairs associated with the Program. Ed Dupont: 5 Hours per month: Participate in overall management, liaison with the larger New Hampshire business community concerning the Program, and advise the Program on oil and propane heating issues. Curtis Barry: 5- 10 hours per month: Focus will be on relationship with retailers and guiding customer oriented focus to the Program's management. Susan Paschell: 10 hours per month: Will support regulatory efforts, program research director, manage internal communications and overall support of Program implementation. Tristin Craigue: approximately 10 hours per month: Administrative support, coordination with RMANH staff and data base management support. This time allocation will average 55 hours per month at a rate of $64 per hour totaling $ 3,520.00 per month.		 $40, 000
Professional Services	Legal and accounting services associated with the establishment of financial accounting, auditing, consultant and subcontractor contracting, as well as GHGF compliance. Individual firms have not yet been retained for this work. The budget estimate assumes 57 billable hours at an average rate of $175.		$10,000
Enviromental & Energy Consultation	Jordan will continue to serve on the project steering committee and provide technical planning, financial planning, evaluation and assessment design, improved templates for evaluations and audits, as well as implementation of oversight protocols. We will continue to review other programs around the Northeast and the country to further improve our best practices. Jordan will stay in close contact with the various utilities and energy providers and other funding sources in the state to maximize coordination of existing and new program incentives, revolving funds, rebates, grants, tax credits, and PACE and commercial loans for the commercial sector. Jordan will use its extensive contacts to help maximize the use of new installation techniques, equipment, and measurement technologies. It will work closely with Carbon		$60,000

	Solutions New England to refine evaluation, monitoring and verification procedures both pre and post installation, both onsite ground truthing, and through remote access. This will take considerable coordination with Program participants as well as energy providers, contractors, architects, and engineers. This will require approximately 10 hours a week of Mr. Henry's time; 10 hours a week of Mr. Gaston's time; and technical and financial consulting time from various Jordan staff, including Paul Leveille, Gary O'Connell, Heather Nolen, John Walker for financial modeling and others including a limited number of consultants. The costs reflected in this section include consultant time, mileage at 37 cents per mile and incidental expenses.		
	Communication & Education		
Comm & Education Management	A targeted campaign will promote the benefits of energy efficiency investment. Public relations and news materials will be prepared and used as a part of the ongoing communications plan. As the Program grows to include participation of more trade associations, a program will be developed to include communications in these organizations' publications and member contacts. Work will be implemented and completed by White Birch Communications Group, who will be retained at an annual rate of $29,375; an estimate of 225 annual hours by senior consultant @ $75.00 per hour; 150 annual hours by associate @ $50.00 per hour and 125 administrative hours @ $40 per hour.		$29,375
Comm & Educational Materials	The Program will continue to expand through a combination of marketing, direct contact and promotion, through trade association newsletters, social media, and electronic communications. The meaningful expansion of the Program from 25, to 100 enrollees in year 2, and to approximately 200 in year 3, will require in state travel for RMANH and White Birch personnel, as well as the production of collateral material, a energy effect tool kit, and other materials.		$10.000
Database Development	A database of current members and SCI code 52-59 businesses was created in year 1 of the Program. The database will require some annual maintenance and, when appropriate, adding new trade association data.		$500
Program Educational Seminars & Workshops	Advertising will include print and internet banner advertisements targeted at the retail business sector. The Program will seek a news media organization to underwrite the promotion of the educational seminars. This underwriting will include in-kind contribution of advertising and creative assistance.		$5,000
Comm & Education Local Meetings	White Birch Communications, in collaboration with the Program manager and RMANH, will undertake or participate in 10 regional civic meetings to meet with members and other businesses to promote the Program and offer an educational seminar. This may include participation in other trade association events as a vendor and/or presenter, as well as hosting RMANH "Energy & Egg" events. Costs will include facility rental, refreshments and other supports.		$5,000

Civic Leadership	The Program will structure its civic leadership project into a more robust energy sustainability effort which will include elements of coordination with the NHLRA's Sustainable Lodging program. Here, an emphasis will be put on developing in-house programs for those businesses that are not ready or able to undertake deep retrofit programs at this time, but still want to take steps toward a more efficient and sustainable business operation. This Program element will continue to include on-site education and engagement of management and employees of phase I – III members.		$12,500
Measurement	As we implement more projects it will be necessary to embed sensors to achieve near real-time data collection on the most energy intensive pieces of equipment at a member's site as well as other types of site-specific data such as temperature, humidity and carbon dioxide. As with other parts of the program, we believe this can be best achieved through a rebate for this particular type of equipment. We will start out with a partial rebate for these embedded sensors as long as the recipient agrees to at least three years of access for us to this information.		$15,000
	Project Expenses		
Preliminary Evaluation	Building walk-through, review of energy bills and phase I presentation of 100 buildings.		$60,000
Evaluation & Assessment	Approximately 40 phase II audits, in which a sliding scale of 25% to 50% of the cost is paid by the business. If funds allow, we will increase this number of audits.		$180,000($147,000 customer contribution)
Projects	Projects will be divided into four groups with rebates not to exceed 25%: Small $10-50K rebate: $2500-$12,500 Medium $50-150K rebate: $12,500-$37,500 Large $150-250K rebate: $37,500-$62,500 Extra Large $250-750K These efficiency projects may include conversion from fossil fuel to biomass rebate: $52,500-$75,000 Costs off-set by project incentive grants of $700K Project oversight up to 5%		Direct Project Support $320,000
Participant Project Contribution	Based on the DOE average of 16,150 sq ft per commercial building used in the Beacon Community Grant Application. Multiplying this by 20 and then using the average cost of a project of $9.50 per sq. ft. for EE retrofit equals an average of direct project support of 23.5%		Customer & In-kind $1,984,800
Credit Support	Where necessary, to meet bank coverage ratio or other creditworthiness requirements, additional cost-sharing or, potentially, alternative forms of credit support. This loan loss reserve was established in year 1 and will continue to exist as a revolving program through the duration of the Program.		$0
Revenue	The Program may receive revenues from various sources. However, it is the intention of the Program to retain these funds as a means of expanding the Program. As resources associated with		$1

	ARRA, PACE, and Retrofit Ramp Up are applicable, RMANH will seek to expand the Program, or offset GHGERF funds. All funds will be accounted for and shown in grant compliance reports.		
Additional Resources	Leverage existing utility rebates, tax credits, FCM payments, ARRA programs such as the Enterprise Energy Fund, Retrofit Ramp Up. Estimates are based on evolving utility rebate programs, incentives, ARRA and federal tax code opportunities.		$480,000 (estimate)

5.2 Details on key personnel including position, rates, and hours etc. **(See 2.3.2 (c), above).**

5.3 Indirect cost rates, or general overhead and profit. Please attach documentation to support such rates included in your proposal as follows:

5.3.1 Describe the basis for rates proposed. Rates proposed are based on negotiated agreements with RMANH, and year 1 period costs, as approved by the PUC in the first round of GHGERF funding.

5.3.2. Not applicable

5.3.3 If rates are based on estimated costs or prior period actual results. **(See 5.3.1, above).**

5.3.4 Please indicate to what extent any indirect rates or overhead and profit are proposed to be contingent on program performance. All indirect rates are based on completion of the requirements of the proposal's tasks assigned to the non-RMANH personnel or organization. A monthly report is required as part of invoicing.

5.4 Other potential funding sources. The RMANH Program will actively seek other funding sources from several key sources: (1) Private equity will provide the bulk of phase III retrofit investments. The Program has a working relationship with Ocean National Bank to assist in lending for this purpose, however, participants are free to use any lender they choose; (2) CDFA Enterprise Energy Fund; (3) Utility rebate programs; (4) Federal energy efficiency and other tax credits and accelerated depreciation; (5) Business Finance Authority revolving loan fund; (6) USDA rural development funds; (8) Retrofit Ramp-Up fund; and (9) PACE revolving loan funds, as they become available.

6. Applicant's Qualifications.

6.1 Describe the applicant's prior experience in all areas relevant to the Program.

RMANH and Jordan have successfully designed, created and implemented an Energy Efficiency Program for RMANH members and similarly situated businesses as part of the 2009 GHGERF. This proposal addresses the continuation and expansion of this Program. RMANH is a statewide membership organization well-positioned and qualified to administer this energy efficiency program. The organization has been in operation for 44 years. RMANH operates other commercial ventures with its members: a credit card processing program; and, in partnership with the Retail Grocers' Association, a workers' compensation insurance program that has been managed by RMANH for several years.

6.1.1 Identify all persons that will be employed in the proposed work. **(See Appendix D)**

(1) Julie Karaba, Project Manager: Ms. Karaba is responsible for Program oversight, quality assurance measures, invoicing, grant reporting and financial management. She has been serving in this position since the inception of the Program. She comes to RMANH with over 15 years of prior retail management, business ownership and marketing experience.

(2) RMANH Case Manager: Create and facilitate RMANH Energy Efficiency Program demonstration project packages, which will include seeking bids, ordering materials, coordinating with engineering firms as well as developing project financing packages.

6.2 List known subcontractors. The Dupont Group, White Birch Communications Group and The Jordan Institute.

6.2.1 Include descriptive information concerning subcontractor's organization and qualifications:

- The Dupont Group is a well-established public affairs firm based in Concord, NH, which has been in operation since 1992. The firm has significant experience in the energy and environmental sector and brings a great deal of business and policy expertise to the Program. The firm's principal, Edward Dupont, operated a heating oil and HVAC company in Rochester, NH from 1972 to 2000, which offers an important element of technical expertise to the Program. The Dupont Group has worked with RMANH and has a strong understanding of the retail sector and members' needs and business structures. The Dupont Group will act as a general consultant to the Program, working with RMANH to oversee implementation, structure membership tracking, and manage message development.
- White Birch Communications Group is a Concord, NH-based public relations and communications LLC partially owned by The Dupont Group. The firm will be responsible for implementing a news media campaign, organizing communications programs, and managing events. All of these services will be deployed as part of the RMANH Program.
- The Jordan Institute works to implement significant climate change solutions in New Hampshire by reducing energy use in buildings. Energy reduction is the fastest, most cost-effective strategy to reduce greenhouse gas emissions, as buildings represent 59% of all energy use in the state. The organization implements its mission through high performance building consultation, comprehensive project oversight for major energy efficiency projects, training of professionals in the building design and construction field, and energy-related state policy design and implementation. Jordan is comprised of uniquely motivated staff whose collective experience includes energy policy, engineering, residential construction, engineering, education, and architecture.

6.3 Disclose any criminal convictions not annulled by a court within the past 5 years by the applicant and applicant's officers, directors, partners or other principals. Not Applicable.

Nancy Kyle, President
RMANH

Appendices

Appendix A - RMANH letter to Jack Ruderman regarding 2009-2010 grant modifications
Appendix B – New Hampshire Energy Facts 2007: Commercial Sector
Appendix C - GHGERF 2010 RFP Budget Worksheet
Appendix D – Resumes
Appendix E – Letters of support