

RESUME OF RICHARD A. NORMAN

SUMMARY: Extensive experience in the startup and management of various energy companies.

EXPERIENCE:

ESSEX HYDRO ASSOCIATES, .L.L.C.

Boston, MA

2014 – Present Chairman

1983 – 2014 Founder - President

Developer and operator of hydroelectric projects regulated by the Federal Energy Regulatory Commission.

- * Directed the development, federal licensing, permitting, financing, construction and operation of 13 small scale hydroelectric projects encompassing \$75 million in assets and 35 MW of installed capacity. All regulated by the Federal Energy Regulatory Commission.
- * Negotiated and administered construction and long-term loan agreements, limited partnership equity arrangements, construction contracts, power contracts and property tax agreements.
- * Served as Chief Executive Officer
- * Member of the Unsecured Creditors Committee in the PSNH bankruptcy proceeding

1974 – Present HONEOYE STORAGE CORPORATION

Honeoye, NY

Vice President, Secretary and Treasurer

Underground natural gas storage facility regulated by the Federal Energy Regulatory Commission. Wholly owned by Consolidated Energy Development Company

- * Directed the construction, financing and operation of this \$8 million underground natural gas storage company. This company is regulated by the Federal Energy Regulatory Commission and sells gas storage service to major northeastern gas marketing and distribution companies.
- * Manages the financial, administration, legal and regulatory affairs of the company.

- 1993 - 2005 ARC GLOBAL MARITIME, INC. Boston, MA
- Director - Treasurer
- Operator of contract small bulk carriers in Caribbean/US Gulf Coast commerce.
- * Managed the legal and financial affairs of the company.
- 1993-2002 INTERNATIONAL HUMAN RESOURCES DEVELOPMENT CORPORATION Boston, Mass.
- Lecturer/Workshop coordinator
- IHRDC presents seminars to international oil and gas industry. Lectured to junior executives of various international oil and gas companies specializing in Liquified Natural Gas, the Electrical Industry and Energy Project financing.
- 1989 - 1991 OXFORD ENERGY, INC. Boston, MA
- Vice President Development - Eastern Region
- * Responsible for identification and development of Oxford's proposed 37 MW tire to energy project in Lackawanna, NY. Assisted in the development of a 30 MW tire to energy project in Connecticut.
 - * Development tasks include site identification, site acquisition, power contract negotiations, acquisition of \$45 million New York State tax exempt bond authorization, development of tire supply strategy, government relations and local and state permit negotiations.
- 1982 - 1983 ESSEX COMPANY Lawrence, MA
- President
- * Oversaw development of a 16 MW hydroelectric project in Lawrence, Massachusetts. First major U.S. redevelopment of a small scale hydroelectric project. Regulated by the Federal Energy Regulatory Commission.
- 1974 - 1983 J. MAKOWSKI ASSOCIATES, INC. Boston, MA
- Vice President and Executive Vice President

- * Consultant for various clients regarding underground natural gas storage and liquefied natural gas projects (1974-1977).
- * Managed construction, operation, long-term financing of Honeoye Storage Corporation, a FERC regulated underground storage company (1974-present).
- * Directed firms small scale hydroelectric development program (1978-1983) (subsequently acquired by Essex Hydro Associates in 1983).

1972 - 1974 U.S. DEPARTMENT OF COMMERCE Washington, DC

Special Assistant - Assistant Secretary of Commerce for Maritime Affairs

- * Acted as special advisor to Maritime Administrator concerning U.S. program to construct liquefied natural gas tankers.
- * Participated in negotiations with various U.S. ship yards, ship owners and financing companies including review of LNG vessel designs and estimates of capital and operating costs.

1970 - 1972 CABOT CORPORATION Boston, MA

Assistant to President - Distrigas Corporation

- * Project Manager for the design, construction and operating plan of the USS Massachusetts, a 5,000m³ liquefied natural gas (LNG) barge.
- * Worked with the naval engineering design firm, negotiated the ship construction contract and also the towing agreement for the project.

1962 - 1968 UNITED STATES NAVY

- * Various engineering, weapons and operational billets - USS Seawolf (SSN575) and USS Daniel Boone (SSBN629).
- * Qualified officer of the deck and engineering watch officer

EDUCATION: HARVARD GRADUATE SCHOOL OF
BUSINESSADMINISTRATION

1970 - Master in Business Administration, with Distinction

U.S. NAVAL ACADEMY

1961 - Bachelor of Science

NAVAL NUCLEAR POWER TRAINING PROGRAM
1961 - 1962 Vallejo, California - Idaho Falls, Idaho

U.S. NAVY SUBMARINE SCHOOL
1962 - New London, CT

Exhibit 2

On Line			
Project #	Installed Cap (KW)	Town	Net Metering Enrollment
N2609	100	Jaffrey	08/01/2012
N3019	50	Northumberland	06/02/2014
N0172	11	Greens Grant	01/14/2011
N2104	90	Keene	02/08/2011
N2603	15	Lancaster	11/08/2012
N0136	25	Windham	11/07/2000
N0051	900	Antrim	03/26/2015
N0059	18	Lancaster	03/10/2008
N3260	30	Berlin	08/10/2015
N0628	100	Piermont	01/15/2016
N0001	800	Franklin	01/07/2016
N0120	325	Laconia	11/30/2015
N0085	250	Hopkinton	10/08/2015
N0056	722	Campton	10/20/2015
N0034	148	New Ipswich	05/18/2015
N0050	200	Greenville	05/18/2015
N0066	130	Greenville	05/18/2015
N5151	750	Lisbon	01/20/2016
N5152	250	Dover	01/20/2016
N5153	117	Rochester	01/20/2016
N5206	708	Dover	01/29/2016
N5215	212	Marlow	02/02/2016
N5251	250	Franklin	02/10/2016
N5384	524	Northumberland	03/09/2016
N5485	140	Piermont	04/05/2016
N5583	200	Newport	04/21/2016
N5599	810	Hinsdale	04/27/2016
N5600	600	Northumberland	04/27/2016
	8475		

In Progress

SESD No	Installed Cap (KW)	Town	Net Metering Enrollment
N5106	90	Harrisville	
N5208	22	Greens Grant	
	112		

Exhibit 3
FERC Licenses and Exemptions in New Hampshire 100 kw to 1000 kw

FERC Project No.	Project Name	Licensee	Waterway	State	Authorized Capacity KW
7887	MINNEWAWA	ASHUELOT RIVER HYDRO, INC.	MINNEWAWA BROOK	NH	1000
3128	LOCHMERE DAM	NEW HAMPSHIRE WATER RESOURCES (NH)	WINNIPESAUKEE RIVER	NH	1000
7590	JACKSON MILLS	NASHUA HYDRO ASSOCIATES (MA)	NASHUA	NH	1000
3265	STEELES POND	NEW HAMPSHIRE WATER RESOURCES (NH)	NORTH BRANCH OF CONTOOCCOOK RIVER	NH	975
10898	SWEETWATER	SWEETWATER HYDROELECTRIC, LLC	SUGAR RIVER	NH	900
6758	LOWER VALLEY	LOWER VALLEY, LLC	SUGAR RIVER	NH	860
8615	FISKE MILL	FISKE HYDRO INC (NY)	ASHUELOT RIVER	NH	810
8235	LOWER ROBERTSON DAM	HDI ASSOCIATES (CO)	ASHUELOT R	NH	810
7791	ASHUELOT PAPER	HDI ASSOCIATES (CO)	ASHUELOT RIVER	NH	810
4718	COCHECO FALLS DAM	COCHECO FALLS ASSOCIATES (NH)	COCHECO RIVER	NH	714
6440	LAKEPORT	LAKEPORT HYDROELECTRIC ONE, LLC	WINNIPESAUKEE RIVER	NH	705
3464	LISBON DAM	WHITE MOUNTAIN HYDROELEC CORP (NH)	AMMONOOSUC RIVER	NH	675
6950	FRANKLIN FALLS	FRANKLIN FALLS HYDRO ELEC CO (NH)	WINNIPESAUKEE RIVER	NH	660
3253	CAMPTON	MAD RIVER POWER ASSOCIATES (NH)	MAD RIVER	NH	639
7410	PETERBOROUGH	AMERICAN HYDRO INC (PA)	NUBANUSIT BROOK	NH	623
5985	SUNAPEE	SUNAPEE TOWN OF (NH)	SUGAR RIVER	NH	600
13806	BROOKLYN DAM	5440 HYDRO, INC.	UPPER AMMONOOSUC	NH	600
11870	GOODRICH FALLS	GOODRICH FALLS HYDRO ELECTRIC CO.	Ellis River	NH	550
9262	PINE VALLEY	PVC COMMERCIAL CENTER, LLC.	SOUHEGAN RIVER	NH	525
7883	WESTON	POWER HOUSE SYSTEMS INC (NH)	UPPER AMMONOOSUC RIVER	NH	474
3025	KELLEY'S FALLS	KELLEY'S FALLS, LLC	PISCATAQUOG RIVER	NH	450
11313	APTHORP	CLARK, EDWARD M.	AMMONOOSUC RIVER	NH	425
7248	GILES POND	FRANKLIN FALLS HYDRO ELEC CO (NH)	SALMON BROOK	NH	375
5307	WOODSVILLE	SWEETWATER HYDROELECTRIC, LLC	AMMONOOSUC RIVER	NH	360
4609	AMMONOOSUC RIVER DAM	BATH ELECTRIC POWER COMPANY, LLC	AMMONOOSUC RIVER	NH	307
3985	NORTH ROCHESTER	SPAULDING AVE, INDUSTRIAL COMPLEX	SALMON FALLS RIVER	NH	300
5563	WYANDOTTE	WOODSVILLE/ROCHESTER HYDRO (NH)	COCHECO RIVER	NH	266
6240	WATSON DAM	WATSON ASSOCIATES (NH)	COCHECO RIVER	NH	265
5379	HADLEY FALLS	NEW HAMPSHIRE DEPT OF ENVIRONMENTAL	PISCATAQUOG RIVER	NH	250
5735	HOPKINTON	HOPKINTON TOWN OF (NH)	CONTOOCCOOK RIVER	NH	250
9403	HDI MASCOMA DAM	NEW HAMPSHIRE HYDRO ASSOCIATES (NH)	MASCOMA R	NH	234
3309	NASH MILL DAM	MARLOW HYDRO, LLC.	ASHUELOT RIVER	NH	225
10934	SUGAR RIVER II	RUGER JR WILLIAM B	SUGAR RIVER	NH	200
7921	OTIS FALLS	GREENWOOD ALDEN T	SOUHEGAN RIVER	NH	200
6752	AVERY DAM	NEW HAMPSHIRE WATER RESOURCES (NH)	WINNIPESAUKEE RIVER	NH	192
4542	BOSTON FELT	SALMON FALLS POWER & LIGHT COMPANY,	SALMON FALLS RIVER	NH	157
4318	NOONE MILLS DAM	THE COBBS, LLC.	CONTOOCCOOK RIVER	NH	150
3320	SUGAR RIVER 1	RUGER JR WILLIAM B	SUGAR RIVER	NH	150
7920	WATERLOOM FALLS	GREENWOOD ALDEN T	SOUHEGAN RIVER	NH	150
7982	CELLEY MILL	KC PITTSFIELD, LLC	EASTMAN BROOK	NH	140
7922	CHAMBERLAIN FALLS	GREENWOOD ALDEN T	SOUHEGAN RIVER	NH	130
4253	RIVER STREET	RIVER STREET ASSOCIATES (NH)	NUBANUSIT BROOK	NH	112
5638	ASHLAND PAPERMILL	NORTHWOODS RENEWABLES, LLC.	SQUAM RIVER	NH	105
6474	EASTMAN BROOK	KC PITTSFIELD, LLC	EASTMAN BROOK	NH	100
9509	CHESHIRE DAM	D D BEAN & SONS CO INC (NH)	CONTOOCCOOK RIVER	NH	100
					20523
			Potential Net Metering		15117

<http://www.ferc.gov/industries/hydropower/gen-info/licensing/licenses.xls>

<http://www.ferc.gov/industries/hydropower/gen-info/licensing/exemptions.xls>

Exhibit 3**FERC Licenses and Exemptions in New Hampshire under 100 kw**

<u>FERC Project No.</u>	<u>Project Name</u>	<u>Licensee</u>	<u>Waterway</u>	<u>Authorized Capacity KW</u>
7236	FORSTERS' MILL	OTTER LANE HYDRO L. L. C. (MA)	LANE RIVER	NH 96
14332	CHESHIRE MILLS	HISTORIC HARRISVILLE, INC	NUBANUSIT BROOK	NH 90
5274	SQUAM LAKE DAM	ASHLAND TOWN OF (NH)	SQUAM RIVER	NH 80
13638	KEENE WATER TREATMENT FACILITY	CITY OF KEENE, NEW HAMPSHIRE	HAMPSHIRE WATER TREATMENT FACILITY	NH 62
4254	EXETER RIVER HYDRO #1	BRENTWOOD DAM VENTURES, LLC	EXETER RIVER	NH 60
7961	PETTYBORO BROOK	ROBERT MCHUGH/ELLYSON CO INC (MA)	PETTYBORO BROOK	NH 58
6940	GARLAND MILL	SOUTHWORTH THOMAS R & HARRISON T	GARLAND BROOK	NH 15
7464	MARDEN BROOK	MOSER MARGARET & ALEXIS	MARDEN BROOK	NH 5
				466

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