



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 Liquefied 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