



**CLEAN ENERGY**  
**FINANCE AND INVESTMENT AUTHORITY**

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Rocky Hill, Connecticut 06067

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Stamford, Connecticut 06901

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September 6, 2013

Dear Clean Energy Finance and Investment Authority Board of Directors:

Welcome back! Yes, now that Labor Day has passed, summer is officially over.

Rest be assured, we have been working hard at CEFIA and the next meeting of the Board of Directors will be on Friday, September 13, 2013 from 9:00 to 11:00 a.m. in the board room of Connecticut Innovations at 865 Brook Street, Rocky Hill, CT 06067.

We have a full agenda, including:

- **Commercial and Industrial Sector Programs** – we will be providing an update on the status of our commercial and industrial sector programs with a focus on C-PACE. The team has been working hard to continue to advance our efforts in financing commercial, industrial, multifamily, and non-profit projects as well as attracting private capital into the C-PACE program. We will be requesting approval to extend our technical underwriting contract with Buonicore as well as an increase in our construction and term loan facility from \$20 million to \$40 million.
- **Statutory and Infrastructure Sector Programs** – we will be providing an update on the status of our statutory and infrastructure sector programs with a focus on the Residential Solar Investment Program (RSIP) as well as our Anaerobic Digester (AD) pilot. We will be requesting approval of a term sheet to continue our efforts to finance an AD project in Ansonia.
- **Residential Sector Programs** – we will be providing an update on the status of our residential sector programs with a focus on our CT Solar Lease, CT Solar Loan, and Smart-E Loan financing products. We will discuss our efforts to assist solar PV contractors become more accustomed to offering financing to their customers and how we are taking advantage of the lessons we have learned through Solarize to build demand for not only the deployment of clean energy, but also financing.
- **Institutional Sector Programs** – we will be providing an update on the status of our institutional sector programs with a focus on our collaboration with DEEP on the Leading by Example program. We will also discuss our efforts to develop Evaluation, Measurement, and Verification (EM&V) resource capabilities as certain CEFIA programs require by statute that evaluations be conducted.
- **Executive Session** – I will be proposing two things and making a minor adjustment. Per our Operating Procedures, the creation of any new Director-level position requires approval of the Board of Directors. I will be requesting the promotions of Jessica Bailey (from Director I to Director II) and Brian Farnen (from General Counsel to General

Counsel and Chief Legal Officer). With respect to the minor adjustment, I am clarifying Bert Hunter's "Career Series" in his position description from Director II to Officer, a position to which he was appointed when he was hired.

If you have any questions, comments or concerns, please feel free to contact me at any time.

Have a great weekend.

Sincerely,

A handwritten signature in blue ink, appearing to read "B. Garcia", with a long horizontal flourish extending to the right.

Bryan Garcia  
President and CEO



# CLEAN ENERGY

## FINANCE AND INVESTMENT AUTHORITY

### AGENDA

Board of Directors of the  
Clean Energy Finance and Investment Authority  
865 Brook Street, Rocky Hill, CT 06067

Friday, September 13, 2013  
9:00-11:00 a.m.

Staff Invited: Jessica Bailey, Andy Brydges, Mackey Dykes, Brian Farnen, Bryan Garcia,  
David Goldberg, Dale Hedman, Bert Hunter, and Kerry O'Neill

1. Call to order
2. Public Comments – 5 minutes
3. Approval of meeting minutes for July 19, 2013 meeting\* – 5 minutes
4. Update from the President – 5 minutes
5. Commercial and Industrial Sector Program Updates and Recommendations for Approval\* – 45 minutes
  - a. Program Updates
  - b. Buonicore PSA\*
  - c. Warehouse Expansion\*
6. Statutory and Infrastructure Sector Program Updates and Recommendations for Approval\* – 30 minutes
  - a. Program Updates
  - b. Ansonia Anaerobic Digester Project\*
7. Residential Sector Program Updates – 10 minutes
  - a. Program Updates
8. Institutional Sector Program Updates – 5 minutes
  - a. Program Updates
9. Other Business – Executive Session\* – 15 minutes

10. Adjourn

\*Denotes item requiring Board action

Join the meeting online at <https://www4.gotomeeting.com/join/683206607>

Dial +1 (630) 869-1015

Access Code: 683-206-607

***Next Regular Meeting: Friday, October 18, 2013  
Clean Energy Finance and Investment Authority, 865 Brook Street, Rocky Hill, CT***



# CLEAN ENERGY

## FINANCE AND INVESTMENT AUTHORITY

### **REVISED RESOLUTIONS**

Board of Directors of the  
Clean Energy Finance and Investment Authority  
865 Brook Street, Rocky Hill, CT 06067

Friday, September 13, 2013  
9:00-11:00 a.m.

Staff Invited: Jessica Bailey, Andy Brydges, Mackey Dykes, Brian Farnen, Bryan Garcia,  
David Goldberg, Dale Hedman, Bert Hunter, and Kerry O'Neill

1. Call to order
2. Public Comments – 5 minutes
3. Approval of meeting minutes for July 19, 2013 meeting\* – 5 minutes

#### **Resolution #1**

Motion to approve the minutes of the Board of Directors meeting for July 19, 2013.  
Second. Discussion. Vote.

4. Update from the President – 5 minutes
5. Commercial and Industrial Sector Program Updates and Recommendations for  
Approval\* – 45 minutes
  - a. Program Updates
  - b. Buonicore PSA\*

#### **Resolution #2**

**WHEREAS**, Section 157 of Public Act No. 12-2 of the June 12, 2012 Special Session of the Connecticut General Assembly and as amended (the "Act"), CEFIA is directed to, amongst other things, establish a commercial sustainable energy program for Connecticut, known as Commercial Property Assessed Clean Energy ("C-PACE");

**WHEREAS**, as statewide program administrator for the C-PACE program, CEFIA is required, amongst other things, to evaluate the Savings to Investment Ratio ("SIR") for individual projects;

**WHEREAS**, CEFIA seeks to amend PSA #1732 to retain Buonicore Partners to serve as

Technical Administrator for the C-PACE program to evaluate the SIR for individual projects, work with property owners through the application, audit, capital sourcing, and construction phases; approve and deny applications; assist in qualifying contractors and capital providers as needed; assist property owners in sourcing capital providers and contractors; and various other substantive tasks to assist with the successful administration of the program;

**NOW**, therefore be it:

**RESOLVED**, that the President of CEFIA and any other duly authorized officer of CEFIA, is authorized to execute an amended PSA between Buonicore Partners and CEFIA with terms and conditions materially consistent with CEFIA's standard form of PSA in an amount not to exceed \$400,000, exclusive of closing fees that will be collected by CEFIA from the Borrower upon closing.

c. Warehouse Expansion\*

### **Resolution #3**

**WHEREAS**, Section 99 of Public Act 11-80 "An Act Concerning the Establishment of the Department of Energy and Environmental Protection and Planning for Connecticut's Energy Future" (the "Act"), CEFIA is directed to, amongst other things, to develop separate programs to finance and otherwise support clean energy investment in residential, municipal, small business and larger commercial projects and such others as the authority may determine;

**WHEREAS**, Section 157 of Public Act No. 12-2 of the June 12, 2012 Special Session of the Connecticut General Assembly (the "Act"), CEFIA is directed to, amongst other things, to establish a commercial sustainable energy program for Connecticut, known as Commercial Property Assessed Clean Energy ("C-PACE") and CEFIA established the C-PACE program;

**WHEREAS**, the Board of Directors previously passed resolutions authorizing the establishment of a \$20 million construction and term loan facility in support of the C-PACE program to fund C-PACE transactions approved by staff, the Deployment Committee and the Board of Directors (the "C-PACE Warehouse Facility") and CEFIA established the C-PACE Warehouse Facility and has used the facility to approve \$14 million in C-PACE projects;

**WHEREAS**, CEFIA staff requests the Board of Directors approve an increase in the C-PACE Warehouse Facility to \$40 million to accommodate the anticipated needs of the C-PACE program;

**WHEREAS**, staff's request for an increase in the C-PACE Warehouse Facility is consistent with CEFIA's comprehensive plan and budget for FY 2014 with respect to anticipated budget investments for the C-PACE program and other program requirements;

**NOW**, therefore be it:

**RESOLVED**, that CEFIA's Board of Directors authorizes an increase in the C-PACE Warehouse Facility to \$40 million in support of the C-PACE Program, to fund up to \$40

million in C-PACE transactions; provided, however, that the Board of Directors simultaneously directs staff to maintain their program to sell-down such funded C-PACE transactions to private capital providers in order to continually restore funding capacity for the C-PACE program on an ongoing basis.

6. Statutory and Infrastructure Sector Program Updates and Recommendations for Approval\* – 30 minutes
  - a. Program Updates
  - b. Ansonia Anaerobic Digester Project\*

**Resolution #4**

- (1) that the Clean Energy Finance and Investment Authority (CEFIA) has determined that funding for City of Ansonia Anaerobic Digestion Project (Project), is consistent with CEFIA’s Comprehensive Plan and in the interests of ratepayers, and that the term sheet dated September 6, 2013 be approved for the Project in an amount not-to-exceed Four Million Five Hundred Thousand Dollars (\$4,500,000.00) (Loan);
  - (2) the President of CEFIA and any other duly authorized officer of CEFIA, is authorized to execute and deliver, not later than June 30, 2014, any contract or other legal instrument necessary to effect the Loan on such terms and conditions materially consistent with the Term Sheet dated September 6, 2013 between CEFIA and Greenpoint Energy Partners (Ansonia) LLC; and
  - (3) that the proper CEFIA officers are authorized and empowered to do all other acts and execute and deliver all other documents as they shall deem necessary and desirable to effect the above-mentioned legal instrument.
7. Residential Sector Program Updates – 10 minutes
    - a. Program Updates
  8. Institutional Sector Program Updates – 5 minutes
    - a. Program Updates
  9. Other Business – Executive Session\* – 15 minutes

**Resolution #5**

**RESOLVED**, that the Board of Directors of the Clean Energy Finance and Investment Authority (CEFIA) pursuant to Article III of the CEFIA Bylaws, approve of the revisions to the officer-level career series for the Executive Vice President and Chief Investment Officer.

**Resolution #6**

**RESOLVED**, that the Board of Directors of the Clean Energy Finance and Investment Authority (CEFIA) pursuant to Section VII of the CEFIA Operating Procedures, approve of the revisions to the director level career series and position description for the Director of Commercial and Industrial Programs.

**Resolution #7**

**RESOLVED**, that the Board of Directors of the Clean Energy Finance and Investment Authority (CEFIA) pursuant to Article III of the CEFIA Bylaws, approve of the revisions to the officer level career series and position description for the General Counsel and Chief Legal Officer (General Counsel) and authorizes the appointment of Brian Farnen as an officer of CEFIA for the position of General Counsel.

10. Adjourn

\*Denotes item requiring Board action

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***Next Regular Meeting: Friday, October 18, 2013  
Clean Energy Finance and Investment Authority, 865 Brook Street, Rocky Hill, CT***





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# **Board of Directors of the Clean Energy Finance and Investment Authority**

**Agenda Item #1**

Call to Order

September 13, 2013



**CLEAN ENERGY**  
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# **Board of Directors of the Clean Energy Finance and Investment Authority**

**Agenda Item #2**

Public Comments

September 13, 2013



**CLEAN ENERGY**  
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# **Board of Directors of the Clean Energy Finance and Investment Authority**

## **Agenda Item #3**

Approval of Meeting Minutes of July 19, 2013

September 13, 2013



**CLEAN ENERGY**  
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# **Board of Directors of the Clean Energy Finance and Investment Authority**

## **Agenda Item #4**

Update from the President

September 13, 2013





# Update from the President



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## Hartford Courant. courant.com



WEDNESDAY, JULY 1, 2014

### Green Bank realizes its promise in Connecticut

ROCKY HILL, CT – The Connecticut Clean Energy Finance and Investment Authority has helped consumers in Connecticut access clean energy that is more affordable and reliable...



Green Capital has been busy! States the policy, governance, organizational CEFA, including HI, MD, and NY. million request to capitalize their green products being modeled after CT. UK is (i.e. NYCEEC), state (i.e. CEFIA), and banks by invitation only. Discussions

## The New York Times

NEW YORK, WEDNESDAY, DECEMBER 31, 2014

CEFIA's inception, what success: (1) its working (i.e. the green bank, I am growing the green bank, I couldn't h

### Connecticut Green Bank sets the PACE for the Nation

ROCKY HILL, CT – The Connecticut Clean Energy Finance and Investment Authority has proven that the green bank model is working. Through the Commercial Property Assessed Clean Energy (C-PACE) program...





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# **Board of Directors of the Clean Energy Finance and Investment Authority**

## **Agenda Item #5**

Commercial and Industrial Sector Programs

September 13, 2013

# Program update

## Where are we?



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- ▶ 57 towns on board – 63% of the CT market eligible
- ▶ 200+ contractors trained
- ▶ 14 qualified capital providers
- ▶ \$6.7M in closed transactions of \$13.8M in approved transactions
- ▶ \$7M possible for October Deployment Committee meeting
- ▶ Selling down \$6.7M in closed transactions



# Program update

## Where are we heading?



- ▶ Adjusting rates
  - ▶ 5% for 10 years
  - ▶ 5.5% for 15 years
  - ▶ 6% for 20 years

(discretion for Finance Team to modify)
- ▶ Instituting closing fee
- ▶ Assessing budget and human resource needs
  - ▶ Master servicer and underwriting RFP
  - ▶ Software partner for municipalities
  - ▶ Expanded budget for Technical Administrator
  - ▶ Marketing and outreach support to continue to build pipeline

# Municipalities that have Opted into C-PACE



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- ▶ Avon
- ▶ Beacon Falls
- ▶ Berlin
- ▶ Bloomfield
- ▶ Branford
- ▶ Bridgeport
- ▶ Brookfield
- ▶ Canaan
- ▶ Canton
- ▶ Chester
- ▶ Clinton
- ▶ Coventry
- ▶ Danbury
- ▶ Durham
- ▶ East Granby
- ▶ East Haddam
- ▶ East Hampton
- ▶ East Hartford
- ▶ Glastonbury
- ▶ Greenwich
- ▶ Groton
- ▶ Hartford
- ▶ Killingworth
- ▶ Manchester
- ▶ Mansfield
- ▶ Meriden
- ▶ Middletown
- ▶ Milford
- ▶ New Britain
- ▶ New London
- ▶ New Milford
- ▶ Newtown
- ▶ North Branford
- ▶ Norwalk
- ▶ Old Saybrook
- ▶ Plainville
- ▶ Putnam
- ▶ Simsbury
- ▶ Southbury
- ▶ Southington
- ▶ Stamford
- ▶ Stratford
- ▶ Suffield
- ▶ Tolland
- ▶ Torrington
- ▶ Trumbull
- ▶ Waterbury
- ▶ Waterford
- ▶ West Hartford
- ▶ Westbrook
- ▶ Westport
- ▶ Wethersfield
- ▶ Wilton
- ▶ Windham
- ▶ Windsor
- ▶ Windsor Locks
- ▶ Vernon

**63% of the C&I Market  
is “Open for Business”  
(in 1 year!)**

# Deal Status (April-September 2013)



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	<i>Project Type</i>	<i>Estimated Annual Savings</i>	<i>Installed Capacity</i>	<i>Amount Financed</i>	<i>Financing Terms</i>
<b>Closed</b>					
41 Walnut Street	Renewable	221 MMBtu/yr	55 kW	\$145,000	5.5% for 20 years
542 Westport Ave (Lighting and Solar)	Energy Efficiency	429 MMBtu/yr	100kW	\$559,952	4.5% for 15 years
1841 Broad Street	Renewable	491 MMBtu/yr	100 kW	\$325,000	5.5% for 20 years
100 Roscommon	Both	3,339 MMBtu/yr	260 kW	\$2,513,915	5.5% for 20 years
86 Hopmeadow	Energy Efficiency	1,021 MMBtu/yr	--	\$674,566	5.5% for 18 years
855 Main Street	Energy Efficiency	6,650 MMBtu/yr	--	\$1,992,683	5.5% for 20 years
Bushnell Theatre	Energy Efficiency	777 MMBtu/yr	--	\$384,000	5% for 20 years
ID Products	Energy Efficiency	714 MMBtu/yr	--	\$107,566	5.5% for 15 years
		<b>13,642 MMBtu/yr</b>	<b>415 kW</b>	<b>\$6,702,681</b>	
<b>Approved</b>					
Bridgeport International Academy	Energy Efficiency	836 MMBtu/yr	--	\$410,000	5.5% for 15 years
Danbury YMCA	Energy Efficiency	929 MMBtu/yr	--	\$87,938	5.5% for 20 years
290 Pratt	Energy Efficiency	7,123 MMBtu/yr	--	\$1,990,000	5.5% for 20 years
228 Route 81	Renewable	275 MMBtu/yr	71 kW	\$259,000	5.5% for 20 years
80 Lamberton	Both	5,965 MMBtu/yr	300 kW	\$3,090,444	5.5% for 20 years
Bourdon Forge	Energy Efficiency	746 MMBtu/yr	--	\$444,394	5.5% for 20 years
Larsen Ace Hardware	Renewable	188 MMBtu/yr	45 kW	\$153,300	5.5% for 20 years
Signature Advertising	Renewable	467 MMBtu/yr	122 kW	\$378,000	5.5% for 20 years
NPB Assets Norwich	Renewable	367 MMBtu/yr	150 kW	\$350,000	5.5% for 20 years
		<b>16,529 MMBtu/yr</b>	<b>688 kW</b>	<b>\$7,163,076</b>	
<b>TOTAL</b>		<b>30,171 MMBtu/yr</b>	<b>1,103 kW</b>	<b>\$13,865,757</b>	

# C-PACE Pipeline



Project Type	# of Projects in the Pipeline	Average Project Size	Estimated Total Project Costs	Square Footage (Average / Total)
Energy Efficiency	42	\$855,528	\$35,932,168	56,023 / 2,532,970
Renewable Energy	30	\$558,378	\$16,751,353	31,037 / 931,097
Both	17	\$612,155	\$10,406,632	75,805 / 1,288,685
Unlisted	24	\$462,500	\$11,100,000	36,560 / 877,436
<b>Total</b>	<b>113</b>		<b>\$74,190,152</b>	

# Sell-Down of Transactions



- ▶ Objective - Refresh the \$20M CEFIA "C-PACE Warehouse"
  - \$13.8M approved (including Sept Deployment)
  - \$ 7.1M October Deployment
  - \$20.9M Total Approvals
- ▶ **Key: much less "drawn" than "approved"**
  - Cum Draws: Sept: \$2.1M   Oct: \$4.3M   Nov: \$6.4M   Dec: \$8.3M**
  - (assumes no sell-down of transactions)*
- ▶ Will request expansion of warehouse (to \$40M); provided draws  $\leq$  \$20M
- ▶ Discussions with banks / CPs concepts for an expanded warehouse (2014)
  - ▶ Possible Size: \$50M to \$100M
  - ▶ Co-funding with another capital provider (could inhibit sales to other CPs)
  - ▶ Back-up funding facility (to permit approving larger warehouse of transactions but using funding facility from bank or CP if draws exceed BoD limits)
  - ▶ Will enable CEFIA to package larger bundles for sale, private placement or securitization

# Sell-Down of Transactions (cont'd)



## ▶ Sell-Down Process

- ▶ Solicit bids from Capital Providers through "sealed bid" process (3 mo process)
  - ▶ July 31 - Initial Offering Notice
  - ▶ Aug 19 - Opened Data Room & Provided Bid Instructions
  - ▶ Sep 18 - Indicative Bid Date
  - ▶ Oct 11 - Final Bid Date
  - ▶ Oct 23 - Winning Bidder Selected
  - ▶ **Nov 1 - Closing Date**

## ▶ Offering (assuming all close)

- ▶ 8 Transactions
- ▶ \$6.7 million

## ▶ Bidders (11)

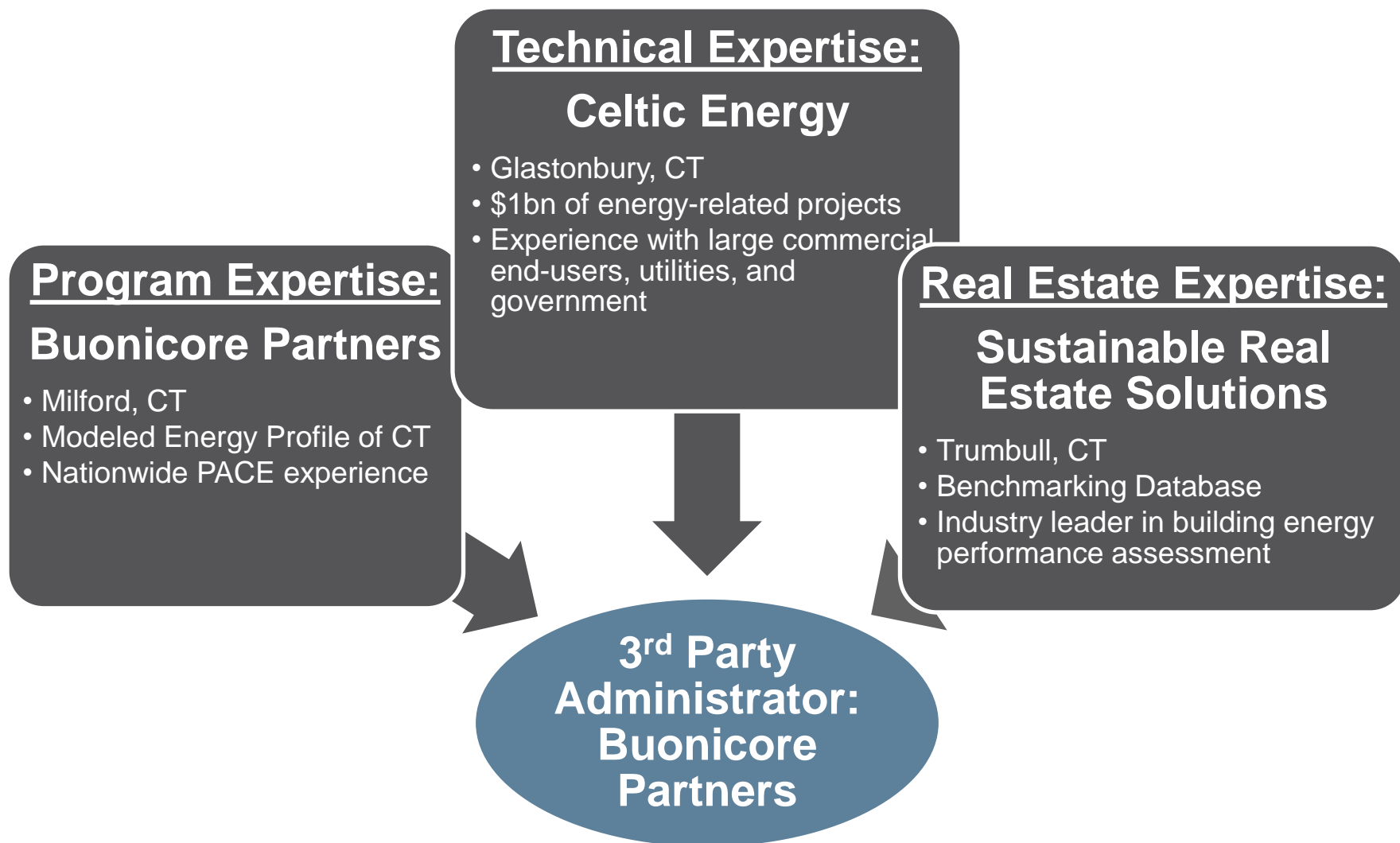
- ▶ Wells Fargo, Deutsche Bank, Hannon Armstrong, Bostonia Group, Clean Fund, Urban-Atlantic, Renew Energy Partners, Structured Finance, PACE CT, Darien-Rowayton Bank and Brookfield

## ▶ Bottom Line: Very Well Received; Excellent Staff Work Product

# Request for Buonicore PSA Expansion



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# Buonicore's Role in C-PACE



- ▶ Design of technical guidelines
- ▶ Technical review of C-PACE deals (SIR>1)
  - ▶ Benchmark buildings (SRS)
  - ▶ Review submitted information (Buonicore)
  - ▶ Third Party Verification (Celtic and others)
- ▶ Training of contractors
- ▶ Support to capital providers



## Project Finance Report

<b>Property:</b> <b>1841 Broad Street</b> 1841 Broad Street Hartford, CT 06114  <b>Property Type:</b> Office - Medium (10,000-50,000 SF) <b>Property Size:</b> 40,000 SF <b>Scenario:</b> <b>FINAL #2 ICH 1841 Broad Street 5.5% 20 YEARS</b>  <b>Baseline Period:</b> Apr 2012 to Mar 2013	<b>Report Date:</b> July 26, 2013 <b>Prepared By:</b> Anthony Buonicore <b>Company:</b> CEFIA
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### Key Financial Metrics

The table below displays key financial metrics for the recommended Energy Conservation Measures (ECMs).

	Projected	'Worst' Case	'Best' Case
<b>Costs and Savings</b>			
Estimated Required Investment (unleveraged):	\$325,000	\$357,500	\$292,500
Estimated Average Annual Savings:	\$46,108	\$43,222	\$48,995
Estimated First Year Savings:	\$46,916	\$44,524	\$49,308
Return on Investment (ROI):	14.4%	12.5%	16.9%
Simple Payback Term (years):	6.93	8.03	5.93
True Payback Term (years):	6.75	7.83	5.83
Savings to Investment Ratio (unleveraged):	2.83	2.41	3.34
Savings to Investment Ratio (leveraged):	1.72	1.46	2.03
Total Cash Flows (unleveraged):	\$597,165	\$506,935	\$687,396
Total Cash Flows (leveraged):	\$385,613	\$274,228	\$496,999
<b>Finance Scenario</b>			
Estimated Required Investment (100.0% leveraged):	\$0	\$0	\$0
Amount Financed:	\$325,000	\$357,500	\$292,500
Estimated Annual Debt Service:	\$26,828	\$29,510	\$24,145
240 months at 5.5% interest (monthly payment)	\$2,236	\$2,459	\$2,012
<b>Financial Analytics</b>			
<b>Asset Value Impact from Recommendations:</b>			
@ 7.50% CAP Rate	\$625,547	\$593,647	\$657,447
@ 8.50% CAP Rate	\$551,953	\$523,806	\$580,100
@ 9.50% CAP Rate	\$493,853	\$468,668	\$519,037
Internal Rate of Return (unleveraged IRR):	13.6%	11.1%	16.5%
Internal Rate of Return (leveraged IRR):	N/A	N/A	N/A
Net Present Value (unleveraged NPV at 8% discount rate):	\$141,518	\$82,045	\$200,991
Net Present Value (leveraged NPV at 8% discount rate):	\$203,121	\$149,808	\$256,433
Time to Positive Cash Flow (leveraged):	Immediate	Immediate	Immediate
Estimated 'Best' and 'Worst' cases are calculated using a ± 10% level of accuracy. This accuracy range is consistent with the scope of work and the American Society of Heating, Refrigerating and Air-Conditioning Engineers (ASHRAE) energy audit guidelines, i.e. Level I, II, III, as well as requirements for EPA Act 179D tax deductions.			



## **Why do we need to expand:**

- ▶ Statutory requirement
- ▶ Owner confidence
- ▶ Mortgage lender consent
- ▶ Investor confidence

## **How do we propose to expand (in face of limited program budget)**

- ▶ Fixed per project fee paid by CEFIA (up to \$400k)
- ▶ Closing fee that is passed through to Borrower
- ▶ 6 month pilot phase

# Buonicore PSA Expansion Resolution



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- ▶ RESOLVED, that the President of CEFIA and any other duly authorized officer of CEFIA, is authorized to execute an amended PSA between Buonicore Partners and CEFIA with terms and conditions materially consistent with CEFIA's standard form of PSA in an amount not to exceed \$400,000, exclusive of closing fees that will be collected by CEFIA from the Borrower upon closing.

# Request for Warehouse Expansion



- ▶ **Current Funding Warehouse (\$20M) approved Feb 2013**
- ▶ **Working As Planned**
- ▶ **\$14M of Transactions Approved in 6 Months**
- ▶ **Growing activity on the demand side with building owners and contractors/ESCOs. Also, banks are giving consent**

Status	Municipalities	Energy Efficiency Projects	Estimated Annual Savings (MMBTU/Yr)	Solar PV Projects	Installed Capacity (kW)	Financed Amount
<b>Closed</b> 8 <sup>1</sup>	Bridgeport, Hartford, Middletown, Norwalk & Simsbury	6	13,642	3	415	\$6,702,681
<b>Approved</b> 9 <sup>1</sup>	Bridgeport, Canton, Danbury, Meriden, Norwich & Southington	5	16,529	5	688	\$7,163,076
<b>17<sup>2</sup></b>	<b>10</b>	<b>11</b>	<b>30,171</b>	<b>8</b>	<b>1,103</b>	<b>\$13,865,757</b>

<sup>1</sup>One project includes both energy efficiency and solar

<sup>2</sup>Two projects in the total include both energy efficiency and solar

# Request for Warehouse Expansion



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- ▶ **\$50M Pipeline (transactions coming in every week)**
- ▶ **Need to restore funding capacity on an ongoing basis**
- ▶ **Selling ~50% of approved transactions (= deals CLOSED)**
- ▶ **Process Proceeding According to Plan**
  - ▶ Sep 18 - Indicative Bid Date
  - ▶ Nov 1 - Closing Date
- ▶ **11 Capital Providers submitting bids for these transactions**
- ▶ **C-PACE, Finance & Legal Teams & bidders having ongoing discussions**
  - \$13.9M approved (including Sept Deployment)
  - \$ 7.1M October Deployment
  - \$21.0M Total Approvals**
  - \$6.7M Transactions being sold (excluding one \$2M transaction in process of closing)
  - \$14.3M Utilization of C-PACE Warehouse (@ Nov 1 assuming successful sell-down)

# Request for Warehouse Expansion



- ▶ Analyzing the time required to approve, underwrite, close (draw) and sell-down transactions - conclusion is that from an “underwriting” perspective (not actual cash out the door) – a higher limit (\$40M) is needed.

**C-PACE Warehouse Impact on CEFIA Balance Sheet**

	<u>OCT</u>	<u>NOV</u>	<u>DEC</u>	<u>JAN</u>	<u>FEB</u>	<u>MAR</u>	<u>APR</u>	<u>MAY</u>	<u>JUN</u>
STARTING BALANCE	\$13.9	\$14.3	\$26.8	\$25.0	\$37.5	\$25.0	\$37.5	\$25.0	\$37.5
APPROVED	7.1	12.5	12.5	12.5	12.5	12.5	12.5	12.5	12.5
PRE-SALE BALANCE	21.0	26.8	39.3	37.5	50.0	37.5	50.0	37.5	50.0
SOLD	(6.7)	-	(14.3)	-	(25.0)	-	(25.0)	-	(25.0)
ENDING BALANCE -- (A)	\$14.3	\$26.8	\$25.0	\$37.5	\$25.0	\$37.5	\$25.0	\$37.5	\$25.0
DRAWS (no sales)	\$4.4	\$12.0	\$22.5	\$35.6	\$52.3	\$64.8	\$77.3	\$89.8	\$102.3
DRAWS (w/sales) -- (B)	\$4.4	\$12.0	\$10.5	\$18.8	\$18.8	\$18.8	\$18.8	\$18.8	\$18.8
CEFIA Balance Sheet -- (C)	\$101.6	\$101.0	\$100.4	\$99.8	\$99.2	\$98.6	\$98.0	\$97.4	\$96.8
Outstanding Commitments as % of BS (=A/C)	14%	27%	25%	38%	25%	38%	26%	39%	26%
Draws Outstanding as % of Balance Sheet (=B/C)	4%	12%	10%	19%	19%	19%	19%	19%	19%

# Request for Warehouse Expansion



**CLEAN ENERGY**  
FINANCE AND INVESTMENT AUTHORITY

- ▶ The warehouse is “in bounds” as far as our balance sheet is concerned, with actual “draws” staying within the budget limit of \$25 million, and “underwriting” <\$40 million and <40% of the balance sheet .
- ▶ Other CEFIA programs not impeded by the expansion
  - ▶ A use of CEFIA's Balance Sheet rather than Cash
  - ▶ But CEFIA's Balance Sheet strength Permits Underwriting
- ▶ The amount of economic activity this will generate is enormous as we “turn over” the funding warehouse many, many times: \$50M - \$100M - \$150M → JOBS & ENERGY SAVINGS
- ▶ Need to accommodate the 50+ towns now in the program ...  
... and the towns coming in 2013, 2014 ...

# Request for Warehouse Expansion



**CLEAN ENERGY**  
FINANCE AND INVESTMENT AUTHORITY

- ▶ **RESOLVED**, that CEFIA's Board of Directors authorizes an increase in the C-PACE Warehouse Facility to \$40 million in support of the C-PACE Program, to fund up to \$40 million in C-PACE transactions;
- ▶ **RESOLVED**, that the Board of Directors directs staff to sell-down such funded C-PACE transactions to private capital providers in order to continually replenish funding capacity for the C-PACE program on an ongoing basis.





**CLEAN ENERGY**  
FINANCE AND INVESTMENT AUTHORITY

# **Board of Directors of the Clean Energy Finance and Investment Authority**

## **Agenda Item #6**

Statutory and Infrastructure Sector Programs

September 13, 2013



- **Step 3 Incentives**
  - *EPBB (Rebate) – \$1.75 /W for the 1<sup>st</sup> 5 kWptc*
  - *EPBB (Rebate) – \$0.55 /W for kWps over 5 kWptc up to 10 kWptc*
  - *PBI – \$.225 /kWh over 6 years*
  
- **Step 3 Race to the Roof Top (as of September 6<sup>th</sup>)**
  - *Rebate is at 78% of goal (about 3.0 MWs of 3.8 MWs)*
  - *PBI is at 48% of goal (about 1.3 MWs of 2.8 MWs)*
  
- **Step 3 Average system cost**
  - *EPBB (Rebate) – under \$4.39 /Wstc*
  - *PBI – just over \$4.93 /Wstc*
  
- ▶ **RSIP Key Total from its inception**
  - *MWps of applications approved – over 12.0 MWps*
  - *Applications approved – over 1,700*
  - *Total incentives – over \$18.3 million*
  - *Total System Cost – over \$55.5 million*

# Ansonia AD Project



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**REDACTED**

# Ansonia AD Project – Term Sheet Loan Offer Key Points

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FINANCE AND INVESTMENT AUTHORITY

**REDACTED**

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**CLEAN ENERGY**  
FINANCE AND INVESTMENT AUTHORITY

# **Board of Directors of the Clean Energy Finance and Investment Authority**

**Agenda Item #7**

Residential Sector Programs

September 13, 2013

# Program update

## Where are we?



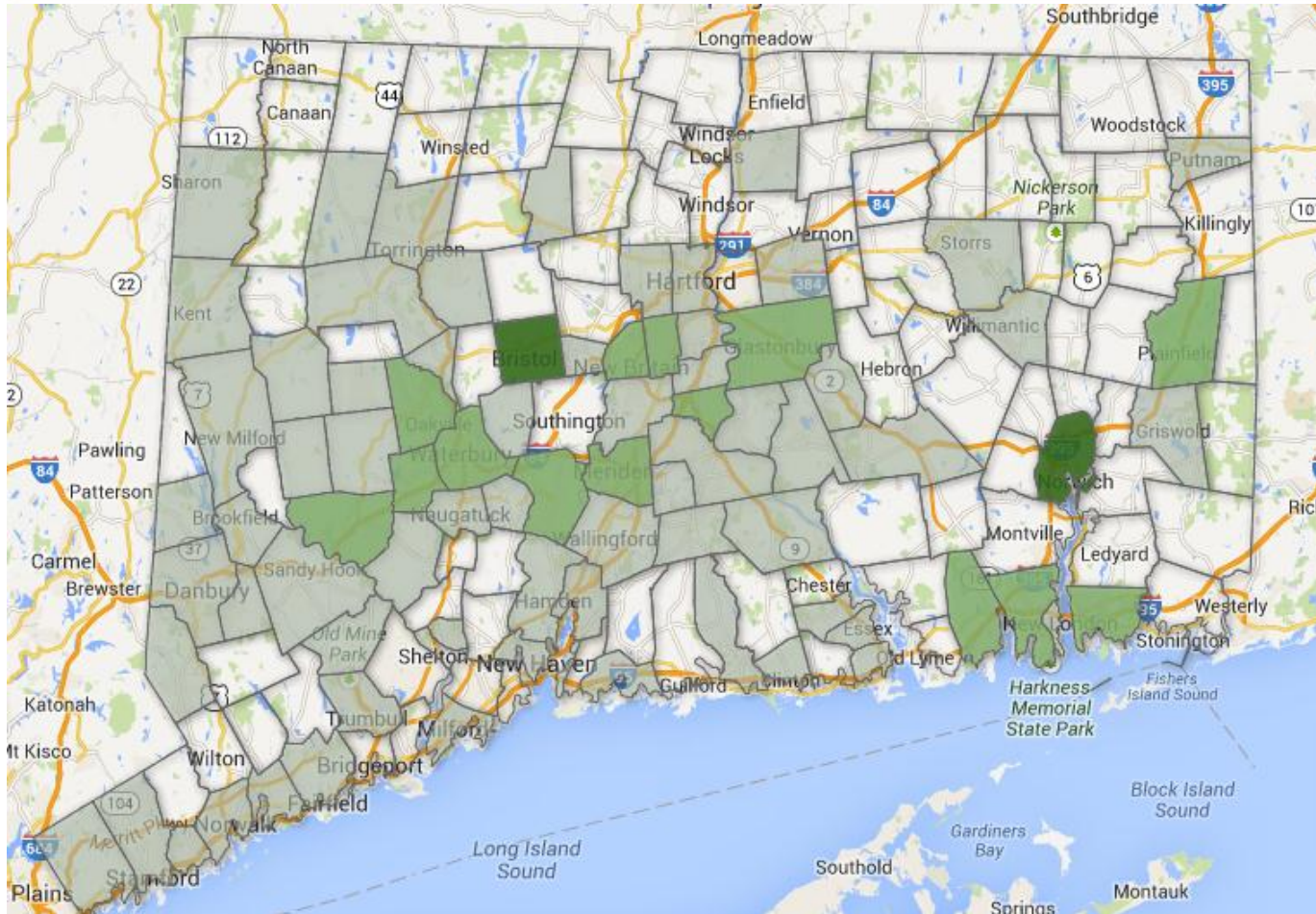
- ▶ Primary focus has been launching CT Solar Lease for PV, onboarding Smart-E lenders, training solar PV installers on all the financing options, operationalizing all products
- ▶ Smart-E Update
  - ▶ 9 Lenders by end of Sep
    - ▶ Liberty Bank and Union Savings bring us nearly statewide
  - ▶ 17 loans closed at 5 lenders
    - ▶ Avg. loan size of \$10,300, \$83K of reported loan volume (4 of 5 reporting)
    - ▶ Primarily Solar PV and natural gas conversions/HVAC
    - ▶ 45 apps to date, 24 pre-approvals, 11 denials (4 or 5 reporting)
  - ▶ 99 contractors trained
    - ▶ 17 submitted projects so far, 3 with multiple submissions

# Program update

## Smart-E Lenders



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- CorePlus FCU
- Eastern Savings Bank
- Liberty Bank
- Naugatuck Savings Bank
- Nutmeg FCU
- Patriot National Bank
- Quinnipiac Bank & Trust
- Thomaston Savings Bank
- Union Savings Bank

*Note: Approx. availability date for Liberty Bank and Union Savings Bank is end of September 2013*

### LEGEND:

Light green – 1 Branch

Medium green – 2 Branches

Dark green – 3 Branches



### ▶ CT Solar Lease Update

- ▶ 5 PV Contractors eligible to offer lease, 5 in process, 10 add'l targets
  - ▶ These 10 represent 6 or "top 7" installers ... 62% of market ex SCTY
- ▶ 30 applications to date (One Week of Apps!)
  - ▶ 23 pre-approved, 6 declined, 1 withdrawn
- ▶ ***Not Resi ... but Commercial Apps now 20% of "sub-allocation***

### ▶ CT Solar Loan

- ▶ 4 loans closed for \$88K, additional 2 approved
- ▶ 6 eligible contractors, another 13 in process

### ▶ Cozy Home Loan

- ▶ 25 contractors trained



# Program update

## Where are we heading?



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- ▶ Launch of Solar Hot Water lease targeted for 1<sup>st</sup> half of October ("Ikea-like" SHW "package" by AET)
- ▶ Continue to solidify operations across all products
- ▶ Marketing and Outreach
  - ▶ Contractor trainings via trade associations and suppliers/distributors
  - ▶ Refocusing Cozy on geographically targeted outreach
  - ▶ Support Solarize and Energize campaigns with messaging/materials on financing options
  - ▶ Targeting October launch for GoSolarCT! supporting all 4 products
  - ▶ Targeting November for Smart-E, with and energy efficiency/gas conversion/HVAC focus

# Which Option is Right for Your Solar PV Customer?



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	<b>Smart-E Loan</b>	<b>CT Solar Loan</b>	<b>CT Solar Lease</b>
<b>What Makes It Special?</b>	Quick and easy financing from your local bank	Low monthly payment makes purchasing solar affordable	Hassle- and worry-free, no money down
<b>Own Your Solar?</b>	Yes	Yes	No (option to purchase)
<b>Down Payment?</b>	Not required	Minimum of 5% of installed cost	Not required if installed cost $\leq$ \$4.50/W
<b>Terms</b>	5 - 12 years	15 years	20 years

# Comparison of Residential PV Financing Options



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(for a 7kW system installed at \$4.40/W)	Smart-E Loan	CT Solar Loan	CT Solar Lease
Not-to-Exceed Rate	6.99%	6.49%	N/A
Down Payment Required	\$0	\$1,615	\$0
Loan Amount	\$20,950	\$20,835	N/A
Term (years)	12	15	20
Est. 1 <sup>st</sup> Month Payment [after re-amortization]	<b>\$215</b>	<b>\$181</b> <b>[\$119]</b>	<b>\$88</b>
Est. 1 <sup>st</sup> Month Net Cost [after re-amortization]	<b>\$110</b>	<b>\$76</b> <b>[\$8... and decreasing]</b>	\$17
Assignable	No	✓ Yes	✓ Yes
Re-amortization	No	✓ Yes	N/A
System performance guarantee	No	✓ Yes	✓ Yes
Insurance and warranty bundle + lifetime O&M	No	No	✓ Yes

Note: for lease, assumes an extra \$0.10/W for extended inverter warranty



**CLEAN ENERGY**  
FINANCE AND INVESTMENT AUTHORITY

# **Board of Directors of the Clean Energy Finance and Investment Authority**

**Agenda Item #8**

Institutional Sector Programs

September 13, 2013

# Lead By Example Program



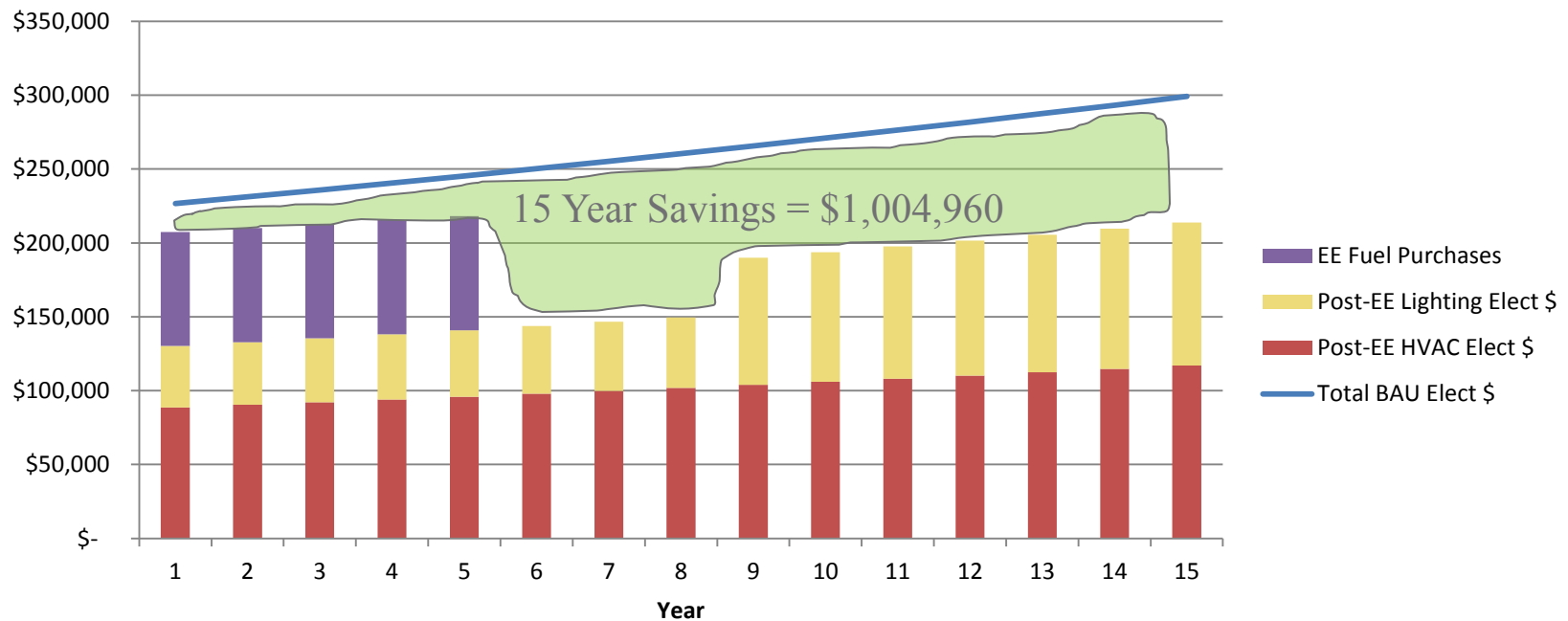
- **CEFIA working closely with DEEP to bring initial LBE projects to fruition**
  - Dept. of Corrections ~ >\$50m
  - Connecticut Valley Hospital ~ >\$20m
  - Dept. of Motor Vehicles ~ \$5m
  - City of Bristol ~ \$10m
- **Standardizing process for proposal development and data reporting**
  - Consistent metrics, formats, messaging
- **Increasing focus on developing municipal pipeline**
- **If no bond funding for state agency projects, CEFIA to play active role in procuring third-party project financing**

# Campus Efficiency Now Program



- **One project closed**
  - University of New Haven: \$256k, save 1,966 MMBtu/yr

### Post-EE Electric Costs vs. Business as Usual



Notes: Assumes 15 year life for HVAC improvements, 8 year life for lighting control improvements (occupancy sensors)  
[Source: DEER 2011]



- **Spearheading internal task force to develop EM&V process**
  - Released RFQ for EM&V Contractors
    - Responses due Sept 27
    - Will qualify pool of 5+ Contractors
  - Will release RFP for RSIP Evaluation to qualified Contractors
    - Statutorily-mandated by January 1, 2014 (and every 2 years after)
  - Will engage experts to develop strategies for EM&V of financing initiatives
    - No well-established process as there is for traditional rebate programs
      - Traditional B:C tests don't contemplate repayment (loans vs. rebates)
      - Difficulty in assigning realized savings to CEEF rebate vs. CEFIA financing programs
    - Ultimately, recommendations may involve different tests and metrics (more similar to financial products)



**CLEAN ENERGY**  
FINANCE AND INVESTMENT AUTHORITY

# **Board of Directors of the Clean Energy Finance and Investment Authority**

**Agenda Item #9**

Other Business – Executive Session

September 13, 2013





**CLEAN ENERGY**  
FINANCE AND INVESTMENT AUTHORITY

# **Board of Directors of the Clean Energy Finance and Investment Authority**

**Agenda Item #10**

Adjourn

September 13, 2013

**CLEAN ENERGY FINANCE AND INVESTMENT AUTHORITY**  
**Board of Directors**  
**Draft Minutes – Regular Meeting**  
**Friday, July 19, 2013**

A regular meeting of the Board of Directors of the **Clean Energy Finance and Investment Authority (the “CEFIA”)** was held on July 19, 2013, at the office of Connecticut Innovations, 865 Brook Street, Rocky Hill, CT.

1. **Call to Order:** Catherine Smith, Chairperson of CEFIA, called the meeting to order at 9:00 a.m. Board members participating: Mun Choi (by phone); Daniel Esty, Vice Chairperson of CEFIA and Commissioner of the Department of Energy and Environmental Protection (“DEEP”); Tom Flynn (by phone); Norma Glover; Reed Hundt (by phone); Sharon Dixon-Peay, State Treasurer’s Office (by phone); John Harrity; Catherine Smith, Chairperson of CEFIA and Commissioner of the Department of Economic and Community Development (“DECD”); and Patricia Wrice.

Member Absent: Matthew Ranelli.

Staff Attending: Jessica Bailey, George Bellas, Mackey Dykes, Brian Farnen, Bryan Garcia, David Goldberg, Dale Hedman, Bert Hunter, Suzanne Kaswan, Kerry O’Neill, Shelly Mondo, Cheryl Samuels, and Bob Wall.

Others Attending: Henry Link, Enviro Energy Connections; and Alex Kragie, DEEP.

Ms. Smith introduced Mr. Harrity who was recently appointed to the Board to replace John Olsen. She spoke about Mr. Harrity’s background and welcomed him to the Board.

There being no objection, the order of the agenda was changed.

2. **Public Comments:**

There were no public comments.

3. **Approval of Minutes of Meetings of June 21, 2013 and June 26, 2013:**

Ms. Smith asked the Board to consider the minutes from the June 21, 2013 and June 26, 2013 meetings.

**Upon a motion made by Ms. Glover, seconded by Mr. Harrity, the Board members voted in favor of adopting the minutes from the June 2, 2013 and June 26, 2013 meetings as presented (Mr. Hundt and Ms. Wrice were not present for the vote).**

#### **4. Residential Sector Loan Program Update and Funding Request**

Ms. O'Neill provided an update on the Smart-E Loan Program, noting that the focus remains on bringing in lenders, training contractors and solidifying the operations. She stated that there are currently 7 lenders on line and 85 contractors trained. Ms. O'Neill mentioned that the product has moved from a three-month interest rate buydown to a six-month interest rate buydown. She spoke about some of the marketing efforts being tested, including the use of Facebook to help drive awareness of the Smart-E Loan Program.

Ms. O'Neill reported on the CT Solar Lease Program and mentioned that the program will be launched to the contractors during the first week of August and to consumers in mid-August.

The Cozy Home Loan Program application process went live this week, and the focus is on training more contractors. Ms. O'Neill mentioned that Wells Fargo is actively promoting its working capital solutions to the contractor base. She noted that the residential programs are backed by the American Recovery and Reinvestment Act—State Energy Program (“ARRA-SEP”) funding. Staff is working to streamline the documentation required of contractors due to this.

Mr. Hunter provided an update on the Solar Loan Program. He mentioned that the Deployment Committee approved and recommended \$300,000 for a Loan Loss Reserve (“LLR”) through the use of repurposed ARRA-SEP program funds and a maximum limit for revolving loan advances to the Solar Loan program subsidiary of (i) \$1,500,000 in the event CEFIA is the sole senior lender under the Solar Loan program or (ii) \$2,200,000 in the event CEFIA is a subordinated lender under the Solar Loan program together with a senior lender providing not more than \$4,500,000 to the Solar Loan program. Due to limits on the funding, the program cannot be opened to all installers, and only two installers are participating. Mr. Hunter stated that four loans have been closed through June, and it is anticipated that approximately \$500,000 in loans will be approved and/or closed by the end of July through the Solarize campaign. Mr. Hunter explained the reasons for staff's recommendation for additional funding to the Solar Loan program subsidiary for a total of up to \$5,000,000. The additional funding will enable the Finance team to offer eligible senior investors fully yielding investments in larger \$500,000 or \$1,000,000 increments, for instance, which, based on the Finance team's discussions with investors to date, seems to be a gating requirement. He went on to report that the Finance team has received positive feedback from institutional investors about the investments and the structure developed by the Finance team. Mr. Hunter also reported that a major foundation appeared close to issuing a commitment for \$1 million. He also spoke about efforts being progressed by the Finance team with the General Counsel to offer some of the Solar Loan investment through the Mission Markets platform – a private marketplace serving the sustainable and impact capital markets. At the same time, Mr. Hunter reported, with the

increased funding, CEFIA will be able to open the program to all eligible installers under the CEFIA Residential Solar Investment Program. In response to a question, Mr. Dykes indicated that the increased funding will come from unspent cash reserves. Mr. Hunter explained how the program will eventually become a revolving loan fund.

**Upon a motion made by Ms. Glover, seconded by Ms. Wrice, the Board members voted in favor of adopting the following resolution authorizing funding to the CT Solar Loan subsidiary to fund loans under the CT Solar Loan Program (Mr. Hundt was not present for the vote):**

**WHEREAS**, Section 99 of Public Act 11-80 “An Act Concerning the Establishment of the Department of Energy and Environmental Protection and Planning for Connecticut’s Energy Future” (the “Act”), CHFA is directed to, amongst other things, develop separate programs to finance and otherwise support clean energy investment in residential, municipal, small business and larger commercial projects and such others as the authority may determine; and

**WHEREAS**, CEFIA seeks authorization to lend to the CT Solar Loan subsidiary for the purposes of funding loans to be granted to Connecticut homeowners under the CT Solar Loan program; and

**WHEREAS**, this CT Solar Loan Program will support homeowners who desire to purchase solar PV systems for their homes, in line with Public Act 11-80, the State’s Comprehensive Energy Strategy and CEFIA’s Strategic Plan.

**NOW**, therefore be it:

**RESOLVED**, that the Board of Directors grants approval for CEFIA to lend to the CT Solar Loan subsidiary for the purposes of funding the loans to be granted to Connecticut homeowners under the Program subject to the following limits:

- A. A maximum limit for all long-term loans, subordinated to senior investors, of \$1,000,000;
- B. A maximum limit for revolving loan advances to aggregate a portfolio of Solar Loans in an amount of \$5,000,000 for a period not to exceed three (3) years;

**RESOLVED**, that the President of CEFIA and any other duly authorized officer of CEFIA is authorized to execute the senior investors acquisition of a portion of the portfolio of Solar Loans on such terms and conditions materially consistent with the terms sheet dated November 21, 2012 and approved by the Deployment Committee and the memorandum submitted to the Board of Directors on July 12, 2013 and as he or she shall deem to be in the interests of CEFIA and the ratepayers no later than six months from the date of this resolution.

**RESOLVED**, that actions taken by the President of CEFIA and any other duly

authorized officer of CEFIA since the Deployment Committee approved the establishment of the CT Solar Loan Program at its regular meeting held on November 30, 2012 are hereby ratified and confirmed.

**RESOLVED**, that the proper CEFIA officers are authorized and empowered to do all other acts and execute and deliver all other documents and instruments as they shall deem necessary and desirable to effect the above-mentioned legal instrument.

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**5. Statutory and Infrastructure Section Program Updates and Recommendations:**

*a. Capital Competition: SunGen Capital Management*

Mr. Hedman reported on the Capital Competition. He noted that in November, the Deployment Committee authorized the issuance of a Request for Proposal (“RFP”) for a capital competition, providing up to \$1,000,000 to the winning bidder for long-term and low interest loans to deliver clean energy without the use of a rebate or performance-based incentive. Mr. Hedman spoke about the negotiations with SunGen regarding the proposed structure of the program. He reviewed the proposed program partners, including a capital provider and installer that would be working with SunGen. Mr. Hedman noted that it is anticipated that under the proposed structure, 115 loans will be made. He reviewed the interest rates for each of the terms. The Board discussed the interest rates for the program in comparison with interest rates on other CEFIA programs. Mr. Dykes mentioned that the \$1,000,000 being requested for the program was included in the fiscal year 2014 budget.

The Board questioned how to publicize the programs and resolve the problem with confusion in the market about the different CEFIA programs. Mr. Hunter noted that all of the different programs will be listed and explained on the Energize CT Website. The Board questioned how to help consumers make a determination about the best program for them. The Board noted the importance of ensuring that the broadest set of potential contractors are fully informed about the programs and there is a mechanism in place to ensure a seamless interface for the public to determine their best options. It was noted that the options should be clear and simple for the public to understand.

**Upon a motion made by Ms. Glover, seconded by Ms. Wrice, the Board members voted unanimously in favor of adopting the following resolution regarding funding for SunGen Capital Management:**

**WHEREAS**, Section 106 of Public Act 11-80 “An Act Concerning the Establishment of the Department of Energy and Environmental Protection and Planning for Connecticut’s Energy Future” (the “Act”), requires the Clean Energy Finance and Investment Authority (“CEFIA”) to design and implement a Residential Solar Photovoltaic (“PV”) Investment Program that results in a minimum of thirty (30) megawatts of new residential PV installation in Connecticut before December 31, 2022; and

**WHEREAS**, on November 30, 2012, CEFIA’s Deployment Committee authorized the issuance of a Request for Proposal (“RFP”) for a competitive solicitation to provide a long-term and low-interest loan in an amount not to exceed \$1,000,000 to the winning bidder for delivering the maximum amount of clean energy produced without the use of a Rebate or Performance-Based Incentive pursuant to Section 106 of Public Act 11-80; and

**WHEREAS**, CEFIA staff has reviewed and selected SunGen Capital Management's ("SunGen") RFP proposal which will use approximately \$1,000,000 in ratepayer capital as subordinated debt to leverage \$2,600,000 in private capital, to be repaid at an interest rate no greater than 1.4 percent annually (the "Program").

**NOW**, therefore, be it:

**RESOLVED**, that funding be approved for the program in a total amount not to exceed \$1,525,000 of which not more than \$1,000,000 may support a subordinated debt investment into an SPV established by SunGen for the purpose of executing the Program, and not more than \$525,000 may support the purchase of Renewable Energy Credits ("RECs") produced by the portfolio established under the Program.

**RESOLVED**, that \$100,000 of the \$1,000,000 subordinated debt may be used as start-up capital that may be forgiven if more than 50 percent of the estimated loans close.

**RESOLVED**, that CEFIA's funding of the Program is contingent upon SunGen securing written commitments for third-party financing such that the ratio of private capital to ratepayer funds invested in the Program is not less than 2.5:1.

**RESOLVED**, that the President of CEFIA and any other duly authorized officer of CEFIA is authorized to execute and deliver any contract or other legal instrument necessary to effect the subordinated debt investment on such terms and conditions consistent with the language of this memo (inclusive of the draft term sheet) and as he or she shall deem to be in the interests of CEFIA and the ratepayers no later than six months from the date of this resolution.

**RESOLVED**, that the proper CEFIA officers are authorized and empowered to do all other acts and execute and deliver all other documents and instruments as they shall deem necessary and desirable to effect the above-mentioned legal instrument.

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*b. Solarize Connecticut*

Mr. Wall reported on the successes of Solarize Connecticut. He stated that over the last year, as a result of Solarize Connecticut there has been a significant increase in clean energy installations, system costs have been lowered, customer acquisition costs have been reduced and Connecticut has been successful in attracting federal funding. In response to a question, Mr. Wall explained how CEFIA will benefit from the Federal funding received by a Connecticut-based project led by Yale University and New York University. A suggestion was made to use some of the larger employers to help communicate. Mr. Wall discussed some of the goals for the second year, including reaching more communities, continuing to drive down system costs, extending the model to other applications and transitioning to a standardized model. He indicated that

staff is asking for authorization to enter into a professional service agreement with SmartPower to continue marketing and outreach support for Solarize Connecticut.

**Upon a motion made by Ms. Glover, seconded by Mr. Esty, the Board members voted unanimously in favor of adopting the following resolution regarding Solarize Connecticut:**

**WHEREAS**, the Solarize Connecticut<sup>sm</sup> Program (the "Program") is a proven marketing strategy that has significantly increased the deployment of residential solar PV in participating communities by reducing customer acquisition costs and, correspondingly, total system costs; and

**WHEREAS**, SmartPower, Inc., ("SmartPower") is a non-profit marketing organization with extensive marketing, education and outreach experience developed in the pilot phase of the Solarize Connecticut program and similar programs in other states; and

**WHEREAS**, pursuant to Section 9 of the Operating Procedures the President of CEFIA and any other duly authorized officer may contract for professional services on any terms necessary to carry out CEFIA's purposes; and

**WHEREAS**, pursuant to Section 9 of the Operating Procedures contracts for professional services shall be awarded by CEFIA in such a manner, including on the basis of a sole-source procurement, as the Board determines to be appropriate and in CEFIA's best interests in the circumstances; and

**WHEREAS**, pursuant to Section 9 of the Operating Procedures contracts requiring an expenditure by CEFIA of over one hundred fifty thousand dollars (\$150,000) shall, whenever possible, be awarded on the basis of a process of competitive negotiation where proposals are solicited from at least three (3) qualified parties; and

**WHEREAS**, SmartPower has played a critical role in the early successes of this Program and has a thorough familiarity with all facets of the Program, unlikely to be matched by any other service provider without an unacceptable delay; and

**WHEREAS**, due to SmartPower's unique expertise and the current time constraints, with the anticipated launch of this phase of the Program in August, it is not possible to initiate a competitive proposal process without delaying the launch and it would be in CEFIA's best interest to execute a sole-source procurement of SmartPower's services for this Program.

**NOW**, therefore be it:



**RESOLVED**, that the Board of Directors approves the selection of SmartPower, to assist in the marketing and management of this phase of the Program, as in the best interests of CEFIA.

**RESOLVED**, that the Board of Directors approves the execution of a professional service agreement (“PSA”) substantially in the form of CEFIA’s standard PSA with SmartPower for an amount not to exceed \$200,000 to assist in the marketing and management of the Program.

**RESOLVED**, that the President of CEFIA and any other duly authorized officer of CEFA is authorized to execute and deliver any contract or other legal instrument necessary to effectuate such financing on such terms and conditions as he or she shall deem to be consistent with the Program and in the best interests of CEFIA and the ratepayer.

**RESOLVED**, that the proper CEFIA officers are authorized and empowered to do all other acts and execute and deliver all other documents as they shall deem necessary and desirable to effect the above-mentioned legal instrument or instruments.

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**6. Commercial and Industrial Sector Program Updates and Recommendations for Approval:**

Ms. Bailey provided an update on the C-PACE Program. She noted that to date, 50 towns have come on board which is approximately 62 percent of the eligible Connecticut market. Approximately 170 contractors have been trained, and there are 164 deals in the pipeline representing approximately \$55,000,000 in transactions. Ms. Bailey mentioned that there are currently 11 qualified capital providers. She stated that three loans have closed and seven additional loans have been approved. Two more loans were presented to the Deployment Committee for review but exceed the \$2,500,000 threshold and must be approved by the Board. Ms. Bailey stated that CEFIA has experienced more C-PACE volume than anywhere else in the country and attributed CEFIA’s success with staff taking a more active role in the process. She noted that more specific marketing efforts will be discussed later on the agenda. Ms. Bailey mentioned that staff is careful not to inflate expectations and is focusing on closing the loans in the pipeline. She talked about the mix of renewable and energy efficiency projects, noting that the number of energy efficiency projects exceeds renewable projects.

Ms. Bailey reviewed the request for C-PACE construction and term loan financing for the energy efficiency upgrades at 100 Roscommon Drive, Middletown. She noted that the project savings are 66,779,720 kBTU versus \$2,535,766 of ratepayer funds at risk. Ms. Bailey stated that with all C-PACE transactions ratepayer funds will be paid back in one of the following ways: (a) through a take-out by a private capital provider at the end of construction, (b) subsequently, when the loan is sold down to a private capital provider; or (c) through the receipt of funds from the city as it collects the C-PACE

benefit assessment from the property owner. She reviewed the terms and conditions of the transaction.

Ms. Bailey reviewed the request for C-PACE construction and term loan financing for the energy efficiency upgrades at 80 Lamberton Road, Windsor. She noted that the project savings are 119,300,760 kBTU versus \$3,090,444 of ratepayer funds at risk. She reviewed the terms and conditions of the transaction. Before the next Board meeting staff was asked to report on the things that can be done to enable CEFIA to go beyond what is being done. Ms. Bailey briefly talked about needing to bring in new contractors and reach out to other states. She noted the likelihood in the near future of needing to increase C-PACE staff to achieve the aggressive C-PACE goals and continue to be successful.

**Upon a motion made by Ms. Glover, seconded by Ms. Wrice, the Board members voted unanimously in favor of adopting the following resolutions regarding C-PACE funding for 100 Roscommon Street Middletown, and 80 Lamberton Road, Windsor:**

**WHEREAS**, Section 157 of Pubic Act 12-2 of the June 12, 2012 Special Session of the Connecticut General Assembly and as amended (the "Act"), CEFIA is directed to, amongst other things, establish a commercial sustainable energy program for Connecticut, known as Commercial Property Assessed Clean Energy ("C-PACE"); and

**WHEREAS**, the CEFIA Board of Directors has approved a \$20,000,000 C-PACE loan line item for a construction and term loan program; and

**WHEREAS**, the Deployment Committee recommended the approval of a \$2,535,766 construction and term loan under the C-PACE program to Roscommon Infinity, LLC, the property owner of 100 Roscommon Drive, Middletown, CT, (the "Loan") to finance the construction of specified clean energy efficiency measures in line with the State's Comprehensive Energy Strategy and CEFIA's Strategic Plan.

**NOW**, therefore, be it:

**RESOLVED**, that the Board of Directors authorizes the President of CEFIA and any other duly authorized officer of CEFIA to execute and deliver the Loan in an amount not to be greater than one hundred and ten percent of \$2,535,766 with terms and conditions consistent with the memorandum submitted to the Board of Directors dated July 19, 2013 and as he or she shall deem to be in the interests of CEFIA and the ratepayers no later than 90 days from July 19, 2013.

**RESOLVED**, that before executing the Loan, the President of CEFIA and any other duly authorized officer of CEFIA shall receive conformation that the C-PACE transaction meets the statutory obligations of the Act, including but not limited to the savings to investment ratio and lender consent requirements.

**RESOLVED**, that the proper CEFIA officers are authorized and empowered to do all other acts and execute and deliver all other documents as they shall deem necessary and desirable to effect the above-mentioned legal instrument or instruments.

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**WHEREAS**, Section 157 of Pubic Act 12-2 of the June 12, 2012 Special Session of the Connecticut General Assembly and as amended (the "Act"), CEFIA is directed to, amongst other things, establish a commercial sustainable energy program for Connecticut, known as Commercial Property Assessed Clean Energy ("C-PACE"); and

**WHEREAS**, the CEFIA Board of Directors has approved a \$20,000,000 C-PACE loan line item for a construction and term loan program; and

**WHEREAS**, the Deployment Committee recommended the approval of a \$3,090,444 construction and term loan under the C-PACE program to Lamberton LLC, the property owner of 80 Lamberton Road, Windsor, CT, (the "Loan") to finance the construction of specified clean energy efficiency measures in line with the State's Comprehensive Energy Strategy and CEFIA's Strategic Plan.

**NOW**, therefore, be it:

**RESOLVED**, that the Board of Directors authorizes the President of CEFIA and any other duly authorized officer of CEFIA to execute and deliver the Loan in an amount not to be greater than one hundred and ten percent of the Loan amount with terms and conditions consistent with the memorandum submitted to the Board of Directors dated July 19, 2013 and as he or she shall deem to be in the interests of CEFIA and the ratepayers no later than 90 days from July 19, 2013.

**RESOLVED**, that before executing the Loan, the President of CEFIA and any other duly authorized officer of CEFIA shall receive conformation that the C-PACE transaction meets the statutory obligations of the Act, including but not limited to the savings to investment ratio and lender consent requirements.

**RESOLVED**, that the proper CEFIA officers are authorized and empowered to do all other acts and execute and deliver all other documents as they shall deem necessary and desirable to effect the above-mentioned legal instrument or instruments.

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**7. Update from the President:**

In the interest of time, Mr. Garcia stated that the President's report will be e-mailed to the Board for informational purposes.

**8. Institutional Sector Program Updates:**

Mr. Garcia will e-mail the update on the Institutional Sector Program to the Board.

**9. Budget and Operations Committee:**

Mr. Garcia mentioned that the Budget and Operations Committee recommends that the Board consider three different options with respect salary adjustments (cost of living adjustment (“COLA”), merit increases, and promotional pool). The Board discussed the comparisons provided for the State Bargaining Unit, the State Managers, Connecticut Innovations (“CI”) and the Connecticut Housing Finance Authority (“CHFA”). Mr. Garcia spoke about the organization and how the management team was rebuilt and emphasized the importance of the team. He explained the three options in detail, one of which just provides a merit increase and two of which provide different percentages for COLA, merit increase and promotion pool. Some support was expressed with the merit only increases because that option provides more flexibility for rewarding those employees that are contributing to the mission of CEFIA. It was noted that the option that just provides a merit increase leaves out some employees who haven’t had a COLA for some time while the cost of living has increased. Some concern was expressed that the merit only option could cause detrimental employee morale. The Board discussed the appropriate maximum increase for any employee, and there was general agreement that the increase for any employee should be capped at 6 percent. Ms. Glover stated that she could support option 2, which was a merit increase of 4.5 percent but could not support the other two options.

Mr. Dykes explained the need to adjust the fiscal year 2014 budget as a result of the significant increase in the change for the state retirement system. Mr. Esty noted that the Budget Committee was distressed by this amount but recognizes that CEFIA has to pay the amount prescribed by the State Comptroller.

**Upon a motion made by Mr. Esty, seconded by Ms. Wrice, the Board members voted in favor of adopting the following resolution regarding salary adjustments for fiscal year 2014 (Ms. Glover was opposed):**

**WHEREAS**, Article V of the Clean Energy Finance and Investment Authority (“CEFIA”) Operating Procedures requires the CEFIA Board of Directors (the “Board”) to approve any increases to the operating budget in excess of seventy-five thousand dollars; and

**WHEREAS**, the Budget and Operations Committee reviewed a staff proposal for an increase in fiscal year 2014 staff salaries and wages; and

**WHEREAS**, the Budget and Operations Committee recommended that CEFIA staff present up to three options to the Board for their consideration.

**NOW**, therefore, be it:

**RESOLVED**, that the Board of Directors approves a cost of living adjustment equal to 2.0 percent of budgeted fiscal year 2014 salaries and wages as a result of inflation.

**RESOLVED**, that the Board of Directors approves a merit compensation pool equal to 2.5 percent of budgeted fiscal year 2014 salaries and wages to increase selected staffs' salary based on outstanding fiscal year 2013 performance.

**RESOLVED**, that the Board of Directors approves a promotion pool equal to 1.0 percent of budgeted fiscal year 2014 salaries and wages to promote staff throughout fiscal year 2014 for outstanding performance and taking on increased responsibilities consistent with a higher position.

**RESOLVED**, that the Board approves an increase in fiscal year 2014 employee benefits to 74.38 percent of budgeted fiscal year 2014 CEFIA employee salaries and wages and a corresponding increase in the fringe benefit rate for CI employees performing shared services for CEFIA.

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**10. Marketing Support and Budget Reallocation:**

Mr. Dykes discussed the importance of CEFIA's statewide efforts to launch its programs and drive customer acquisition. He explained how channel marketing is the most cost effective way to leverage CEFIA's marketing budget in combination with channel partner's marketing budgets. Ms. O'Neill discussed the proposed marketing roles for CEFIA and the channel partners. She reviewed the background and experience of MatchDrive, the recommended strategic partner to help CEFIA develop and execute the launching of products and the channel marketing strategy.

**Upon a motion made by Mr. Esty, seconded by Ms. Glover, the Board voted unanimously in favor of adopting the following resolutions regarding the retention of MatchDrive and reallocating unspent or unallocated fiscal year 2013 marketing funds to the fiscal year 2014 marketing budget:**

**WHEREAS**, CEFIA seeks a partner to provide marketing support for its residential and commercial and industrial financial products; and

**WHEREAS**, CEFIA released a request for proposals for marketing services in February of 2013; and

**WHEREAS**, Marketing Drive LLC, d/b/a MatchDrive (“MatchDrive”) was selected as the leading marketing proposal and is a Connecticut-based, award-winning advertising agency with relevant energy experience.

**NOW**, therefore be it:

**RESOLVED**, that the Board of Directors approves the selection of MatchDrive to provide marketing support to CEFIA for its residential and commercial and industrial financial projects, as in the best interest of CEFIA.

**RESOLVED**, that the Board of Directors approves the execution of a professional service agreement (“PSA”) substantially in the form of CEFIA’s standard PSA with MatchDrive for an amount not to exceed \$1,053,550.

**RESOLVED**, that the President of CEFIA and any other duly authorized officer of CEFA is authorized to execute and deliver any contract or other legal instrument necessary to effectuate such financing on such terms and conditions as he or she shall deem to be consistent with the Program and in the best interests of CEFIA and the ratepayer.

**RESOLVED**, that the proper CEFIA officers are authorized and empowered to do all other acts and execute and deliver all other documents as they shall deem necessary and desirable to effect the above-mentioned legal instrument or instruments.

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**WHEREAS**, Article V of the Clean Energy Finance and Investment Authority (“CEFIA”) Operating Procedures requires the CEFIA Board of Directors (the “Board”) to approve any increases to the operating budget in excess of seventy-five thousand dollars; and

**WHEREAS**, the Budget and Operations Committee recommended approval of unspent or unallocated fiscal year 2013 marketing budget to the fiscal year 2014 marketing budget to the Board of Directors.

**NOW**, therefore, be it:

**RESOLVED**, that the Board of Directors approves that the unspent or unallocated fiscal year 2013 marketing budget be added to the fiscal year 2014 marketing budget.

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11. **Adjournment**: Upon a motion made by Ms. Glover, seconded by Mr. Harrity, the Board members voted unanimously in favor of adjourning the July 19, 2013 meeting at 11:07 a.m.

Respectfully submitted,

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Catherine Smith, Chairperson



**CLEAN ENERGY**  
**FINANCE AND INVESTMENT AUTHORITY**

# Memo

**To:** CEFIA Board of Directors

**From:** Jessica Bailey

**Date:** September 6, 2013

**Re:** Request for approval to enter into up to \$400,000 PSA with Buonicore Partners to serve as Technical Administrator of the C-PACE program

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## SUMMARY

Selected through a competitive RFQ process, Buonicore Partners became the Technical Administrator of CEFIA's C-PACE program in November 2012. The role has involved Buonicore Partners in many aspects of designing the C-PACE program to date.

Since launching, the C-PACE program has approved 17 projects, totaling nearly \$14M in its first 9 months. With this early programmatic success, we have exhausted the original professional service agreement (PSA) 1732 with Buonicore in the amount of the \$268,312.50. This memo requests Board approval to amend this PSA that will govern the next phase of CEFIA's partnership with Buonicore in an amount not to exceed \$400,000 which, based on an anticipated transaction flow over the next several months should be sufficient for a period of approximately 6 months or 50 projects. The funding from this PSA would come out of the FY13 approved budget for the C-PACE program.

## BACKGROUND

In the 2012 Special Session, Connecticut passed legislation that gives property owners access to a new form of financing for building energy upgrades. Commercial and Industrial Property Assessed Clean Energy (C-PACE)<sup>1</sup> is an innovative financing program that allows Connecticut building owners to access cleaner, cheaper, and more reliable energy. Hundreds of millions of dollars in energy upgrades are possible in Connecticut and C-PACE enables property owners to access the private capital necessary to finance these upgrades.

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<sup>1</sup> C-PACE is a tax-lien financing program that allows interested property owners to finance qualifying energy efficiency and renewable energy improvements on their properties through an additional charge ("assessment") on their property tax. Similar to a sewer tax assessment, capital provided under the C-PACE program is secured by a lien on the owner's property tax bill. Property owners pay the improvements back over time, based on the voluntary assessment placed on the property tax bill. The PACE lien takes first priority over mortgage-holders, and the repayment obligation transfers automatically to the next property owner if the property is sold. Because the payment is tied to the property tax, a secure payment stream, low interest capital can be raised from the private sector with no government financing required. This arrangement spreads the cost of clean energy improvements – such as energy efficient boilers, upgraded insulation, new windows, or solar installations – over the expected life of the measure.



The policy identifies CEFIA as the statewide administrator of C-PACE. To assist CEFIA in administering the program, we released a competitive RFQ to qualified firms on September 24, 2012. The RFQ was released on CEFIA's website and directly to about 40 qualified submitters. As described in the RFQ, the selected Technical Administrator works closely with CEFIA to, among other things, work with property owners through the application, audit, capital sourcing, and construction phases; approve and deny applications; assist in qualifying contractors and capital providers as needed; assist property owners in sourcing capital providers and contractors; and various other substantive tasks to assist with the successful administration of the program.

## **BUONICORE PARTNERS**

A Connecticut-based consortium of businesses including Buonicore Partners, Celtic Energy and Sustainable Real Estate Solutions<sup>2</sup> won the RFQ and has been ably serving as CEFIA's Technical Administrator since November 2012. Combined, the consortium has a collection of rich experience, including the founding of EDR, the nation's largest provider of commercial real estate property environmental due diligence information services; leading the development of standardized methodology of collection and analysis of building performance data; and providing of technical services for federal ESPC projects.

## **SCOPE OF WORK**

As a key partner to the C-PACE team, Buonicore provides overall support for the technical underwriting process. There are 3 key functions that Buonicore and its partners provide to the C-PACE Program.

1. Data Management
2. Support to contractors and building owners
3. Third party review of proposed energy measures to qualify under the Savings to Investment Ratio (SIR) >1 statutory criteria.

### **1. Data Management**

Of paramount importance to the C-PACE Program is the ability for CEFIA and its Technical Administrator to strategically manage the data, reporting and analytics across the entire program lifecycle, which consists of several critical steps including initial building application screening, energy retrofit project development, project implementation and post-implementation energy savings measurement and verification.

To facilitate CEFIA's standardized data collection and analysis in a technically sound, fully transparent manner consistent with the industry best practice technical standards as outlined in the C-PACE Program Guidelines, SRS has created the CEFIA Data Management Platform (CDMP) to support the CPACE program and project management workflows across five primary steps:

- Applicant Building Screening
- Energy Audit Requirements and Project Development

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<sup>2</sup> Sustainable Real Estate Solutions is a Connecticut Innovations portfolio company.

- Project Implementation and Commissioning
  - Performance Measurement and Verification of Energy Savings
  - Project Pipeline Tracking and Reporting
2. Support to contractors and building owners  
 Training and supporting contractors to submit applications into the C-PACE program has been a critical – and time consuming – part of Buonicore’s role in the C-PACE program. Among other things, Buonicore and its partners work with property owners through the application, audit, capital sourcing, and construction phases; approve and deny applications; assist in qualifying contractors and capital providers as needed; assist property owners in sourcing capital providers and contractors; and various other substantive tasks to assist with the successful administration of the program,
3. Third party review  
 Once a contractor formally applies for C-PACE financing, Buonicore is tasked with reviewing the proposed energy conservation measures. To date, they have relied on Celtic Energy as a partner to conduct the third party verification of proposed energy savings. Going forward, they will likely engage more partners on this front. With this review complete, Buonicore recommends approval to CEFIA staff on the technical merits of the proposed project.

**COMPENSATION**

As compensation for its support of CEFIA in administering the C-PACE program, CEFIA staff is requesting board approval to enter into an amended PSA whereby Buonicore would be paid a fee not to exceed \$400,000 in base fees for a period of 6 months or 50 projects. In addition, Buonicore Partners would be paid completion fees immediately upon the closing of project financing per the following schedule:

<b>Project Size:</b>	<b>Less than \$250K</b>	<b>Between \$250K and \$1M</b>	<b>Greater than \$1M</b>
<b><u>Solar and Single-ECM Projects:</u></b>			
<b>Base Fee</b>	\$5,000	\$5,000	\$5,000
<b>Closing Fee as % of amount financed</b>	2.0%	1.5%	1.0%
<b><u>Multi-ECM Projects:</u></b>			
<b>Base Fee</b>	\$10,000	\$10,000	\$10,000

<b>Closing Fee as % of amount financed</b>	2.0%	1.5%	1.0%
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These closing fees would be paid from proceeds received by CEFIA from the Borrower at closing, and would only be paid upon closing.

The Borrower would be able to wrap the closing fees into the total amount borrowed.

For example, under the proposed new PSA a review of a \$300,000 solar project would pay Buonicore a total of \$9,500 = \$5,000 in a fixed fee and \$4,500 in a closing fee to be collected by CEFIA from the Borrower.

A review of a \$2,000,000 multi-measure energy conservation project would pay Buonicore a total of \$30,000 = \$10,000 in a fixed fee and \$20,000 in a closing fee to be collected by CEFIA from the Borrower.

The not-to-exceed \$400,000 PSA assumes 50 projects over the next 6 months. Assumption is 60% Multi-ECM projects (30 projects at \$10,000 = \$300,000) and 40% Single Measure or Solar projects (20 projects at \$5,000 = \$10,000).

**BOARD REQUEST**

This memo requests Board Approval for staff to amend the PSA with Buonicore Partners, substantially along the terms outlined above, in an amount not-to-exceed \$400,000 (exclusive of closing fees that will be collected by CEFIA from the Borrower upon closing ). The PSA is materially consistent with CEFIA’s standard form of PSA terms and conditions.

**RESOLUTIONS**

**WHEREAS**, Section 157 of Public Act No. 12-2 of the June 12, 2012 Special Session of the Connecticut General Assembly and as amended (the “Act”), CEFIA is directed to, amongst other things, establish a commercial sustainable energy program for Connecticut, known as Commercial Property Assessed Clean Energy (“C-PACE”);

**WHEREAS**, as statewide program administrator for the C-PACE program, CEFIA is required, amongst other things, to evaluate the Savings to Investment Ratio (“SIR”)for individual projects;

**WHEREAS**, CEFIA seeks to amend PSA #1732 to retain Buonicore Partners to serve at Technical Administrator for the C-PACE program to evaluate the SIR for individual projects, work with property owners through the application, audit, capital sourcing, and construction phases; approve and deny applications; assist in qualifying contractors and capital providers as needed; assist property owners in sourcing capital providers and contractors; and various other substantive tasks to assist with the successful administration of the program;

**NOW**, therefore be it:

**RESOLVED**, that the President of CEFIA and any other duly authorized officer of CEFIA, is authorized to execute an amended PSA between Buonicore Partners and CEFIA with terms and conditions materially consistent with CEFIA's standard form of PSA in an amount not to exceed \$400,000, exclusive of closing fees that will be collected by CEFIA from the Borrower upon closing.

Submitted by: Bryan Garcia, President and CEO, Bert Hunter, EVP and CIO and Jessica Bailey, Director Commercial and Industrial PACE



# Memo

**To:** Board of Directors

**From:** Bryan Garcia, President and CEO, Bert Hunter, EVP and CIO,  
 Jessica Bailey, Director Commercial and Industrial PACE

**CC:** Mackey Dykes, Chief of Staff, Brian Farnen, General Counsel

**Date:** September 6, 2013

**Re:** Request for approval to increase C-PACE Warehouse Facility to \$40M

## SUMMARY

At a meeting of the Board of Directors held 15 February 2013, the Board passed resolutions authorizing the establishment of a \$20 million construction and term loan facility in support of the C-PACE program to fund C-PACE transactions approved by staff, the Deployment Committee and the Board of Directors (the “C-PACE Warehouse Facility”). Due to the programmatic success of the C-PACE program (explained below), staff recommends the C-PACE Warehouse Facility be increased to \$40 million to accommodate the transactions already approved as well as additional transactions in the pipeline while enabling staff to continue the process of selling-down closed transactions.

## C-PACE WAREHOUSE FACILITY FULFILLING ITS OBJECTIVES

Since the C-PACE Warehouse Facility was approved, the program has approved 19 projects at 17 sites, in 10 different municipalities, totaling nearly \$14M as follows:

Status	Municipalities	Energy Efficiency Projects	Estimated Annual Savings (MMBTU/Yr)	Solar PV Projects	Installed Capacity (kW)	Financed Amount
<b>Closed</b> 8 <sup>1</sup>	Bridgeport, Hartford, Middletown, Norwalk & Simsbury	6	13,642	3	415	\$6,702,681
<b>Approved</b> 9 <sup>1</sup>	Bridgeport, Canton, Danbury, Meriden, Norwich & Southington	5	16,529	5	688	\$7,163,076
<b>17<sup>2</sup></b>	<b>10</b>	<b>11</b>	<b>30,171</b>	<b>8</b>	<b>1,103</b>	<b>\$13,865,757</b>

<sup>1</sup>One project includes both energy efficiency and solar

<sup>2</sup>Two projects in the total include both energy efficiency and solar

Accordingly, the \$20M C-PACE Warehouse Facility is fulfilling the objectives established by staff as explained in the memo to the Board in February, which is to finance the construction of these initial C-PACE transactions, prime the pump of C-PACE projects and build momentum in the market.

## **SELL-DOWN PROCESS**

The objectives set forth in the February memo were two-fold: (1) to provide initial financing for C-PACE projects and (2) to subsequently sell-down all or most of CEFIA's funded positions in these transactions to the program's Capital Providers. In keeping with these objectives, staff issued an Initial Offering Notice on 31 July to solicit bids from the program's Capital Providers through a "sealed bid" process to sell-down up to 9 transactions totaling \$8.7 million. (The offering is for up to 9 transactions which includes the 8 "closed" transactions noted in the above table plus one of the "approved" transactions that staff anticipates closing before the bid process concludes.) The Capital Providers participating in this process are: Wells Fargo, Deutsche Bank, Hannon Armstrong, Bostonia Group, Darien-Rowayton Bank, PACE Connecticut, Clean Fund, Urban-Atlantic, Brookfield Investment Managers, Renew Energy Partners and Structured Finance.

The sell-down process is scheduled to take three months as follows:

- ▶ July 31 - Initial Offering Notice (complete)
- ▶ Aug 19 - Opened Data Room & Provided Bid Instructions (complete)
- ▶ Sep 18 - Indicative Bid Date
- ▶ Oct 11 - Final Bid Date
- ▶ Oct 23 - Winning Bidder Selected
- ▶ **Nov 1 - Closing Date**

The process has been well received by the Capital Providers and staff expects the offering to result in all offered transactions being acquired by one or more Capital Providers.

## **NEED FOR EXPANDED C-PACE WAREHOUSE FACILITY**

The C-PACE program is meeting its programmatic objectives, achieving in a relatively short period of time a solid number of projects with good diversity between energy efficiency and renewable energy projects and dispersed (so far) among 10 municipalities. Building owners, contractors, ESCOs and municipalities are realizing the great potential for C-PACE for their buildings, tenants, clients and community economic development. Each C-PACE project not only unlocks energy efficiency savings and – where renewable projects are concerned – clean energy generation, but these projects also bring much needed jobs to the communities and the state and does so – importantly – without straining state fiscal resources by attracting private capital after the C-PACE Warehouse Facility provides the initial capital to close the transaction. The program is working exactly as intended – leveraging CEFIA's financial resources by 10 or 20 times or more.

Looking ahead at the continued success of the program, staff is planning for approving and closing even more transactions and enabling communities across Connecticut to benefit from C-PACE by realizing energy efficiency and clean energy savings. The following table shows the present pipeline of transactions:

<b>Projects by Type</b>	<b>Number of Projects</b>	<b>Estimated Project Cost (\$, millions)</b>	<b>Square Footage (000s)</b>
Energy efficiency Upgrade	42	\$35.9	2,353
Renewable energy System	30	16.8	931
Both	17	10.4	1,289
Unlisted	24	11.1	877
<b>Total</b>		<b>\$74.2</b>	<b>5,450</b>

Based on experience to date, staff anticipates a conversion rate of 70% of the pipeline from “proposed transactions” to “approved C-PACE projects”. This would translate into about \$50 million of C-PACE transactions. Staff is preparing to submit to the October meeting of the Deployment Committee approximately \$7.1 million in transactions. If approved, these transactions would result in the following utilization of the C-PACE Warehouse Facility:

\$13.9M approved (including Sept Deployment)

\$ 7.1M October Deployment

\$21.0M Total Approvals

\$6.7M Transactions being sold (excluding one \$2M transaction in process of closing)

\$14.3M Utilization of C-PACE Warehouse (@ Nov 1 assuming successful sell-down)

Even though the C-PACE Warehouse Facility is enabling the C-PACE program to achieve its programmatic objectives, the overwhelming success of the program is straining the capacity of the C-PACE Warehouse Facility to keep up with transaction demand. The time-cycle for running the sell-down process is presently 3 months. What is more complicated to plan for is the rate at which transactions move from (a) approval to (b) closing and then to (c) construction and need for funds. Also, with the amendment of the C-PACE statute enabling the placement of the benefit assessment lien upon closing (rather than upon completion which was the case under the statute as originally enacted), it is staff’s understanding as a result of discussions in recent weeks that there are some Capital Providers willing to take these transactions over before construction is complete. This means there exists the distinct possibility that CEFIA’s role as a facilitator of these transactions will be fulfilled with use of only a limited amount of CEFIA’s cash funds – demonstrating that CEFIA’s underwriting capacity (which is related to CEFIA’s balance sheet) is more vital to the C-PACE program’s operation. The experience to date is that the actual amount of funds “drawn” occurs over several months. In fact, for the \$12.5M of transactions approved through August, only two-thirds of this approved amount is expected to be drawn before the end of 2013 as follows:

**Cumulative Draws: Sept: \$2.1M    Oct: \$4.3M    Nov: \$6.4M    Dec: \$8.3M**  
*(assumes no sell-down of transactions)*

Notwithstanding the use of CEFIA’s cash resources for C-PACE transactions being exceedingly manageable, the fact remains that in order to keep up with transaction demand, the C-PACE Warehouse Facility should be increased to enable staff to propose for approval transactions in the C-PACE pipeline – which as noted above at the anticipated conversion rate would be about \$50 million. Without expansion of the C-PACE Warehouse Facility, there would be the possibility that transaction approval would have to be suspended until additional transactions are sold-down to create additional capacity for staff, the Deployment Committee and the Board to approve transactions.

In the end, by approving, closing and then selling-down these transactions, staff uses CEFIA’s balance sheet underwriting capacity to sustain the growth of the C-PACE market, promoting even greater energy savings as well as additional investment in solar PV and other clean energy generation.

### **-sizing the expanded C-PACE Warehouse Facility**

As noted, the C-PACE pipeline is anticipated to result in requests for approvals for about \$50 million in transactions. Staff projects a processing period up to 120 days from entry into the C-PACE system to achieving approval. Some many smaller (lower dollar value) and simpler (single measure) transactions (such as boiler replacements or lighting retrofits) will require less than 60 days to process and approve. For planning purposes, staff is assuming a 4-month cycle in the pipeline is practical.

At the same time, staff will continue to conduct sales of C-PACE transactions and will shorten the sell-down process by 1 month to 60 days. With these assumptions, staff projects the following program balances:

	<u>OCT</u>	<u>NOV</u>	<u>DEC</u>	<u>JAN</u>	<u>FEB</u>	<u>MAR</u>	<u>APR</u>	<u>MAY</u>	<u>JUN</u>
STARTING BALANCE	\$13.9	\$14.3	\$26.8	\$25.0	\$37.5	\$25.0	\$37.5	\$25.0	\$37.5
APPROVED	7.1	12.5	12.5	12.5	12.5	12.5	12.5	12.5	12.5
PRE-SALE BALANCE	21.0	26.8	39.3	37.5	50.0	37.5	50.0	37.5	50.0
SOLD	<u>(6.7)</u>		<u>(14.3)</u>		<u>(25.0)</u>		<u>(25.0)</u>		<u>(25.0)</u>
ENDING BALANCE	\$14.3	\$26.8	\$25.0	\$37.5	\$25.0	\$37.5	\$25.0	\$37.5	\$25.0

On the basis of these projected program balances, staff has determined that a C-PACE Warehouse Facility of \$40M strikes a good balance between the needs of the C-PACE program, requirements of other CEFIA initiatives, CEFIA’s financial resources and staff’s ability to sell-down transactions.

At the same time, staff has initiated discussions with banks and Capital Providers concerning concepts for:

- A) A larger warehouse from \$50M to \$100M;
- B) Possibly “co-funding” the warehouse with another capital provider (although such a partnership could inhibit sales of benefit assessments to other CPs);
- C) A back-up funding facility (which could permit a larger warehouse of transactions while utilizing a funding facility from bank or a Capital Provider if draws exceed BoD limits); or
- D) Packaging larger bundles for sale, private placement or securitization.



## **EXPANDED C-PACE WAREHOUSE FACILITY REQUEST**

On the basis of the anticipated needs of the C-PACE program and projected program balances, staff requests the Board of Directors approve an increase in the C-PACE Warehouse Facility to \$40M from its present size of \$20M. The increased size would accommodate the transactions already approved as well as additional transactions in the pipeline, while enabling staff to continue the process of selling-down closed transactions in order to restore funding capacity to the Facility.

### **Strategic Plan**

*Is the program or project proposed, consistent with the Board approved Comprehensive Plan and Budget for the fiscal year?*

C-PACE is a statutorily mandated program and a key component of the CEFIA comprehensive plan and budget for FY 2014. The C-PACE Warehouse Facility supports that program and consequently is consistent with CEFIA's Comprehensive Plan. Statutorily, CEFIA is permitted to use its resources "...for expenditures that promote investment in clean energy in accordance with [CEFIA's Comprehensive Plan]...."

### **Ratepayer Payback**

*How much clean energy is being produced (i.e. kWh over the projects lifetime) from the program or project versus the dollars of ratepayer funds at risk?*

The proposed program is in support of C-PACE. The metrics associated with the program were approved by the Board of Directors as part of the FY2014 budget process.

### **Terms and Conditions**

*What are the terms and conditions of ratepayer payback, if any?*

The loans to the building owners using the C-PACE Warehouse Facility are presently 1.75% over the Prime Rate, or 5% during construction and between 5% and 6% for term financing depending upon maturity. Ratepayer funds are paid back either (a) through a sell-down of the transactions to one of the C-PACE program capital providers prior to or at the end of construction (project completion) or (b) through a receipt of funds from participating C-PACE municipalities collecting the C-PACE benefit assessments from the property owners.

Construction loans could be for a few or several months and term loans will be repaid over terms that can extend up to 20 years.

### **Capital Expended**

*How much of the ratepayer and other capital that CEFIA manages is being expended on the program or project?*

\$40,000,000 on a revolving and term loan basis.

**Risk**

*What is the maximum risk exposure of ratepayer funds for the program or project?*

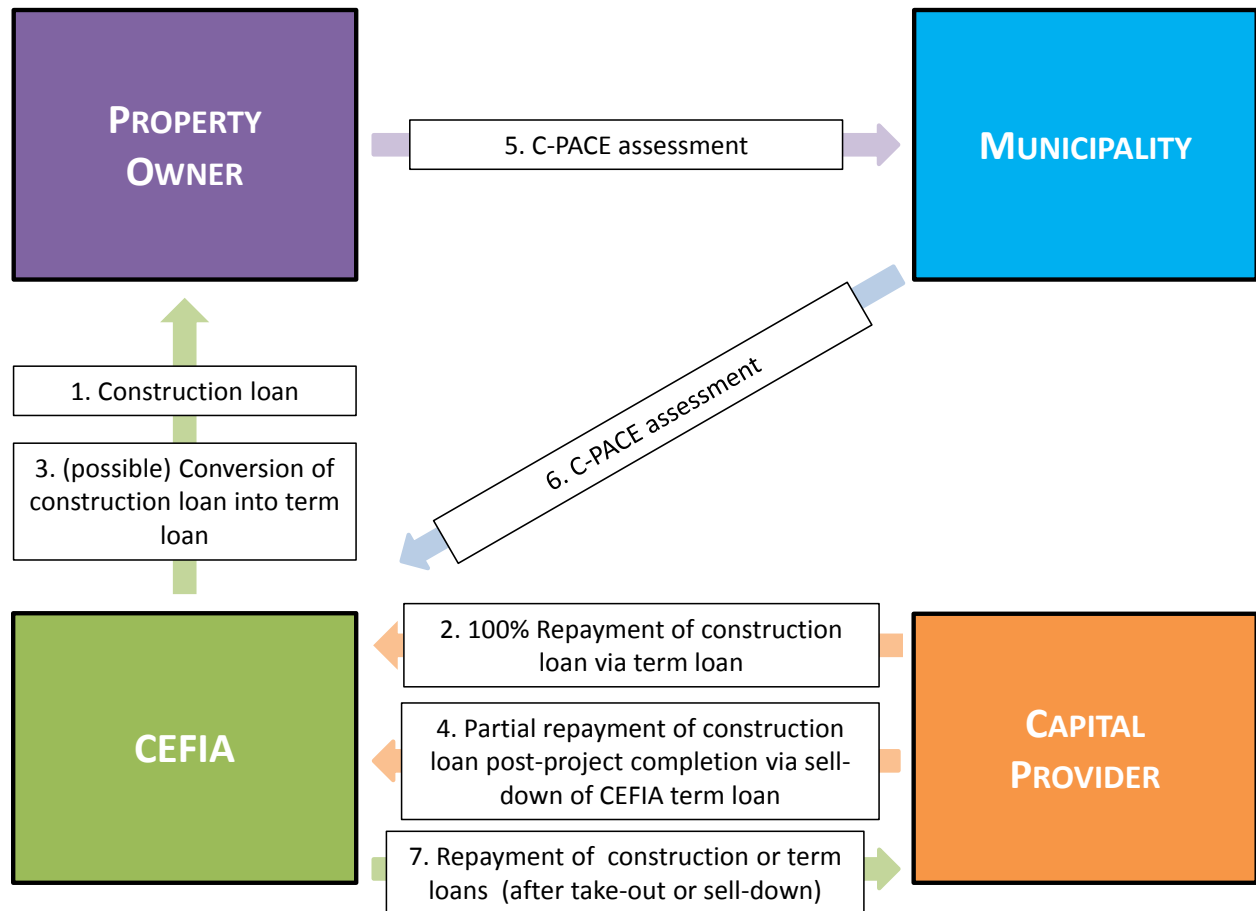
Potentially up to \$40,000,000 of ratepayer funds are at risk for the program. Unless approved by the Board of Directors on an exception basis, no borrower is eligible for more than \$3,000,000 of advances to any single project to the extent that benefit assessment is advanced and held by CEFIA.

**Financial Statements**

*How is the program or project investment accounted for on the balance sheet and profit and loss statements?*

As funds are advanced for loans, there would be a reduction in the CEFIA Cash and Cash Equivalents Account (Current Asset on the Balance Sheet) and a corresponding increase in “Promissory Notes – C-PACE Construction/Term Loan Program (Non-Current Asset on the Balance Sheet).

**Capital Flow Diagram**



## **Target Market**

*Who are the end-users of the program or project (i.e. rich, poor, middle class, etc.)?*

The end-users of the program are commercial and industrial as well as multifamily housing property owners under the C-PACE program.

## **RESOLUTION**

**WHEREAS**, Section 157 of Public Act No. 12-2 of the June 12, 2012 Special Session of the Connecticut General Assembly (the "Act"), CEFIA is directed to, amongst other things, to establish a commercial sustainable energy program for Connecticut, known as Commercial Property Assessed Clean Energy ("C-PACE") and CEFIA established the C-PACE program;

**WHEREAS**, the Board of Directors previously passed resolutions authorizing the establishment of a \$20 million construction and term loan facility in support of the C-PACE program to fund C-PACE transactions approved by staff, the Deployment Committee and the Board of Directors (the "C-PACE Warehouse Facility") and CEFIA established the C-PACE Warehouse Facility and has used the facility to approve \$14 million in C-PACE projects;

**WHEREAS**, CEFIA staff requests the Board of Directors approve an increase in the C-PACE Warehouse Facility to \$40 million to accommodate the anticipated needs of the C-PACE program;

**WHEREAS**, staff's request for an increase in the C-PACE Warehouse Facility is consistent with CEFIA's comprehensive plan and budget for FY 2014 with respect to anticipated budget investments for the C-PACE program and other program requirements;

**NOW**, therefore be it:

**RESOLVED**, that CEFIA's Board of Directors authorizes an increase in the C-PACE Warehouse Facility to \$40 million in support of the C-PACE Program, to fund up to \$40 million in C-PACE transactions;

**RESOLVED**, that the Board of Directors directs staff to sell-down such funded C-PACE transactions to private capital providers in order to continually replenish funding capacity for the C-PACE program on an ongoing basis.

Submitted by: Bryan Garcia, President and CEO, Bert Hunter, EVP and CIO and Jessica Bailey, Director Commercial and Industrial PACE



# Market Watch Report

## Residential Solar Investment Program

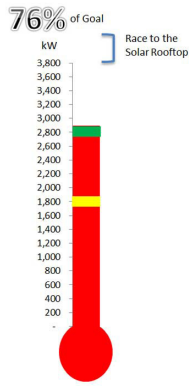
Program Data as of August 30, 2013

### Executive Summary

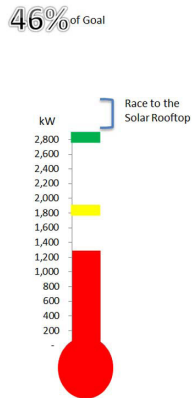
- **Historical Milestone Achieved** – installers in Connecticut have now deployed over 25 MW of residential solar PV. While this represents the cumulative result of over a decade of dedicated work, nearly half of that total has come in the last two years alone. Moreover, almost 12 MW of that total has been deployed under the RSIP, effectively achieving 40% of the legislature’s ten-year goal for that program in only 18 months
- **Deployment Pace Remains Strong** – over the last three months, CEFIA has approved 30 installations a week, a trend which, if it continues, will lead to the deployment of about 1,500 installations in total over the course of calendar year 2013
- **Residential Solar Adoption Continues Across Diverse Municipal Base** – across the state, 15 communities have now seen at least 20 residential solar PV installations within their borders, while 52 communities have seen at least 10 installations, and 110 have seen at least five installations. With the growth of Solarize this fall, the “peer effect” of accelerated adoption should continue to drive new deployment at the local level

Race to the Rooftop

### REBATE



### PBI



The **YELLOW BAR** at 1,800 kW represents a point in time when CEFIA staff will make a recommendation on the Step 4 funding and incentive level to the Deployment Committee for consideration. The **GREEN BAR** at 2,800 kW represents a point in time when the Deployment Committee and CEFIA staff will propose Step 4 funding and incentive level to the Board of Directors for consideration and approval.

	Rebate Step 3	PBI Step 3	Total	Average
<b>Applications Received</b>	425	217	642	
<b>Applications Approved</b>	410	198	608	
<b>Applications In Progress</b>	118	14	132	
<b>Applications Completed</b>	87	22	109	
<b>Total Cost</b>	\$12,730,355	\$6,364,206	\$19,094,561	
<b>Total kW STC</b>	2,891.2	1,290.1	4,181.2	
<b>Average System Size kW STC</b>	7.1	6.5		6.9
<b>Cost / kW STC</b>	\$4,403	\$4,933		\$4,567
<b>Average Total Cost</b>	\$31,050	\$32,142		\$31,406
<b>Total Incentive Amount</b>	\$3,386,519	\$1,844,678	\$5,231,197	
<b>Incentive / kW STC</b>	\$1,171	\$1,430		\$1,251
<b>ZREC Equivalent Incentive Price</b>	\$0.077	\$0.088		
<b>Rooftop Solar Capacity Remaining</b>	908.8 kW	1,509.9 kW	2,418.8 kW	

Applications Received – the total number of applications submitted by installers and received by CEFIA through PowerClerk.

Applications Approved – the total number of applications received and approved by CEFIA staff for project incentives.

Applications In Progress – the total number of projects that have received 60% in upfront incentives for delivery of materials to the site.

Applications Completed – the total number of projects that have received 100% in incentives after inspection and completion of the project.

ZREC Equivalent Incentive Price - Given the total system cost, total incentive and total capacity (stc) of all Approved applications, the ZREC Equivalent Price is determined by calculating the net present ZREC Equivalent Price from a 15 years stream of payments that equals net present value of CEFIA’s incentive.

Note: Solarize kW’s are now included in the pricing data.

## About the Clean Energy Finance and Investment Authority

CEFIA was established by Connecticut's General Assembly on July 1, 2011 as a part of Public Act 11-80. This new quasi-public agency supersedes the former Connecticut Clean Energy Fund. CEFIA's mission is to help ensure Connecticut's energy security and community prosperity by realizing its environmental and economic opportunities through clean energy finance and investments. As the nation's first full-scale clean energy finance authority, CEFIA will leverage public and private funds to drive investment and scale-up clean energy deployment in Connecticut.

### Historical Program Data (Previous Steps)

Combined Fully Subscribed Steps	Rebate	PBI	Total	Average
Applications Received	782	321	1,103	
Applications Approved	782	321	1,103	
Applications In Progress	138	66	204	
Applications Completed	631	210	841	
Total Cost	\$25,087,090	\$10,917,543	\$36,004,634	
Total kW STC	5,503.3	2,293.3	7,796.6	
Average System Size kW STC	7.0	7.1		7.1
Cost / kW STC	\$4,559	\$4,761		\$4,618
Average Total Cost	\$32,081	\$34,011		\$32,642
Total Incentive Amount	\$8,775,201	\$4,222,576	\$12,997,777	
Incentive / kW STC	\$1,595	\$1,841		\$1,667
ZREC Equivalent Incentive Price	\$0.105	\$0.113		

Based on estimated lifetime system production at the current installed cost of top residential solar PV installers in Connecticut, and incorporating financing charges, RSIP projects now represent an average levelized cost of solar energy of about \$0.238 / kWh. Of that total, CEFIA's support accounts for about \$0.068 / kWh.

### Estimated Environmental Benefits based upon all Approved Applications

Lifetime CO <sub>2</sub> Reduction	Lifetime NO <sub>x</sub> Reduction	Lifetime SO <sub>2</sub> Reduction	Annual Cars off the Road	Equivalent Acres of Trees Planted
295,140,615 lbs.	133,767 lbs.	122,382 lbs.	983	1,968

### Estimated Economic Development and Jobs Benefits based upon all Approved Applications<sup>1</sup>

Direct Jobs Created	Indirect and Induced Jobs	Total Jobs Created
325	523	849

- <sup>1</sup>
- Direct jobs are jobs created in CT that are directly related to manufacturing and system assembly in CT, as well as installation of the PV systems.
  - Indirect jobs are jobs created at CT suppliers in order to meet demand resulting from the new systems coming on line. An example would be increased employment associated with metal bending or wiring supplied to integrate and install the units.
  - Induced jobs are jobs generated by spending from households that benefit from the additional wages and business income they earn through all of the direct and indirect activity. An example would be increased employment at a local restaurant, because installers are working overtime, have extra income and don't have time to eat at home.





## Memo

**To:** CEFIA Board of Directors  
**From:** Bryan Garcia, Bert Hunter, Brian Farnen, Dale Hedman  
**CC:** Rick Ross  
**Date:** September 6, 2013  
**Re:** Term Sheet – City of Ansonia Anaerobic Digestion Project

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This memo requests the CEFIA Board of Directors' authorization for CEFIA to execute the attached Non-Binding Term Sheet with [REDACTED] outlining the terms and conditions for a not-to-exceed [REDACTED] subordinated loan to the City of Ansonia Anaerobic Digestion Project ("the Project"). The [REDACTED] submitted an application to CEFIA for funding under Public Act 11-80, Section 103 through Program Opportunity # CEFIA-AD-001, Anaerobic Digestion Projects (the "AD Program") on February 3, 2013. After consultation with the Deployment Committee, CEFIA sent the attached letter to [REDACTED] dated May 16, 2013 expressing its interest in providing a loan under the AD program with certain conditions. Given the progress [REDACTED] has made in developing the Project, staff is prepared to execute the attached Term Sheet.

[REDACTED] is developing an anaerobic digestion facility ("the Facility") at the City of Ansonia's Waste Water Treatment Plant & Transfer Station. It is a municipal scale anaerobic digestion facility utilizing 100% pre-processed food waste as its fuel source. [REDACTED]  
[REDACTED]. Upon completion of this initiative, the City of Ansonia ("the City") will derive nearly all of its electricity from this facility.

The Facility is being developed to receive 50,000 tons annually of pre-processed food waste from a local carting company pursuant to a long-term contract to be agreed. Through an anaerobic digestion process, the food waste will be decomposed in an accelerated manner to produce methane. The methane will fuel one or more reciprocating engines with a nameplate capacity of 1.55 Megawatts. The facility is projected to produce 10.2 million kWhs net per year with thermal energy and compost production to be sold to the City under a 25-year Power Purchase Agreement ("PPA"). The estimated first year revenues from these products generated by the Facility are shown below:



**Energy Sales Revenue**

Power Purchase per kW hour	
Electricity Output in MW	██████████
Electricity Output in kWh per Annum	██████████
Parasitic Load (estimated % internal usage)	██████████
Net Electricity Output in kWh per Annum	██████████
Contracted Energy Output to Ansonia (kWh per annum)	██████████
Residual Energy Output	██████████
Ansonia PPA per kWh	██████████
Annual Energy Sales	██████████

**Heat Sales Revenue**

Heat Sales	██████████
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**Compost Sales Revenue**

Compost Sales	██████████
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In addition to these revenue streams from the products generated by the Facility, the Project is projected to receive ██████████ in tipping fees in the first year of operation for food waste received at the Facility. The Project is relying on SB 1116, requiring large generators of organic food waste within a 20-mile radius to deliver their food waste to the Facility for composting. Additional revenue streams are possible through the sale of the Class 1 Renewable Energy Credits.

██████████ has been talking with equity investors and senior lenders regarding construction and permanent financing for the project. They are at the point with these investors where CEFIA's participation in the financing structure is ready to be considered for ██████████ and these investors to move forward with firm financing commitments to the Project. The key terms and conditions are presented below:

- The aggregate loan amount is ██████████ of the total cost of the anaerobic digestion and electricity generation facility, not-to-exceed ██████████;
- The term on the loan is be ██████████;
- The annual interest rate is be fixed at ██████████ and upon achieving ██████████ achieving a preferred return, carried interest in Borrower's distributable cash equal to 100% of the maximum Loan Amount drawn by Borrower divided by the Capital Cost with a maximum return not-to-exceed ██████████ of the total return to CEFIA,;
- The outstanding principal amount of the Loan to be repayable and the interest amount to be payable monthly commencing on the first payment date occurring not greater than 36 months following the later of financial close or the commissioning date (the "Grace Period");
- The interest amount accrued during the Grace Period shall be paid quarterly to CEFIA. Any shortfall to satisfy the principal repayment and interest payment of the Loan will be capitalized.
- The Loan may be drawn no more than one time per month during the period beginning upon the execution of the Engineering, Procurement and Construction (the "EPC") agreement and prior to the commissioning. The amount to be drawn each time shall be pro-rata to the amount to be drawn from the Construction Tranche and senior debt at such time;
- The Loan will be secured by:

- A second priority security interest in the Project including all equipment and installations;
- A second priority security interest in and collateral assignment of all contracts, permits and real property rights'; and
- A second priority security interest in all equity interest of the Borrower.

When the firm commitments on the following conditions precedent have been achieved, staff will come back to the Board for approval of the loan and authorization to execute definitive loan document.

- Advances will be subject to standard conditions precedent, including no default by the EPC contractor in the performance of its obligations under the EPC agreement. Additionally, the initial advance is subject to all necessary CEFIA approvals and reasonable satisfaction with the following matters:
  - Execution of the Project Agreements:
    - PPA
    - EPC agreement
    - Lease agreement or Lease Option Agreement with the City of Ansonia
    - Performance Guaranty by the EPC contractor
    - Senior Secured Tranche Agreement
    - Inter-creditor Agreement
    - Evidence of equity funding commitment by investor
    - Evidence, e.g., letters of intent for [TBD]% of the tipping fee revenue
    - Evidence of compliance with tax credit requirements or applicable safe harbors if applicable.
    - Pro forma project financials
    - No liens on equipment, real estate or other assets, other than permitted liens as described in the Loan Documents.
    - No default by Borrower
    - Accuracy of representations and warranties
    - No material adverse change in the financial condition of Borrower
    - Receipt of all necessary permits and approvals

**RESOLVED:**

- (1) that the Clean Energy Finance and Investment Authority (CEFIA) has determined that funding for City of Ansonia Anaerobic Digestion Project (Project), is consistent with CEFIA's Comprehensive Plan and in the interests of ratepayers, and that the term sheet dated September 6, 2013 be approved for the Project in an amount not-to-exceed [REDACTED]
- (2) the President of CEFIA and any other duly authorized officer of CEFIA, is authorized to execute and deliver, not later than June 30, 2014, any contract or other legal instrument necessary to effect the Loan on such terms and conditions materially consistent with the Term Sheet dated September 6, 2013 between CEFIA and [REDACTED] and [REDACTED]
- (3) that the proper CEFIA officers are authorized and empowered to do all other acts and



execute and deliver all other documents as they shall deem necessary and desirable to effect the above-mentioned legal instrument.

Submitted by: Dale A. Hedman, Director of Statutory and Infrastructure Programs

## **SUMMARY OF TERMS AND CONDITIONS SUBORDINATED TERM LOAN FACILITY**

This Non-Binding Term Sheet summarizes the primary terms and conditions for the Clean Energy Finance & Investment Authority (“CEFIA” or “Subordinated Lender”) to provide funding (the “Loan”) for the development, construction and acquisition of assets and equipment for an anaerobic digestion facility to be located in Ansonia, CT (the “Facility”) and to be owned by [REDACTED]

[REDACTED] applied for a grant from CEFIA pursuant to CEFIA-AD-001, released December 20, 2012. In lieu of a grant, CEFIA proposed and [REDACTED] agreed to a subordinated Loan to the Facility.

[REDACTED] is the counter-party to a 25-year energy power purchase agreement (“PPA”) with the City of Ansonia, CT relating to the generation of renewable energy through the Facility. The Facility will be constructed at the City of Ansonia’s, Water Pollution Control Authority site (“WPCA”) that will lease the selected property to [REDACTED].

### **Parties to the Agreements**

**Borrower:** [REDACTED], a special purpose, limited liability company organized under the laws of Delaware (the “Borrower”)

**Primary Energy Offtaker:** City of Ansonia, CT

**Interconnecting Utility:** United Illuminating Company

**Subordinated Lender:** Clean Energy Finance and Investment Fund (“CEFIA”)

### **Terms & Conditions**

**The Facility:** An anaerobic digestion facility with anticipated nameplate capacity of 2MW to be developed by Borrower and located at the [REDACTED]. The nameplate capacity and total capital expenditure may vary from at the completion of the detailed design & engineering (“DD&E”) phase.

**Purpose:** To provide credit enhancement to the senior secured loan tranche for the Facility (the “Senior Secured Tranche”), project finance and general start-up capital for the development, construction and operation of the Facility

should there be a disruption in the intended operation of Public Act 11-217 "An Act Concerning the Recycling of Organic Materials by Certain Food Wholesalers, Manufacturers, Supermarkets and Conference Centers" (the "Act") caused by a disruption in the Source-separated organic material (as defined in the Act) or tipping fee payments. The Loan shall be secured by a second priority perfected security interest in Collateral described below and subject to certain exceptions to be set forth in the loan documents for the Loan (the "Loan Documents").

**Loan Amount:**

An aggregate principal amount shall be [REDACTED] of the Capital Cost, as defined below, with a maximum loan amount not-to-exceed [REDACTED] being loaned to Borrower on a subordinated basis to any Senior Secured Tranche. The Capital Cost shall mean the total amount of the costs, expenses, fees, charges, deposits, reserves, prepayments and/or any other payments that are necessary for the Project to achieve commercial operation.

**Term:**

Final maturity of the Loan will be no longer than [REDACTED] from the commissioning date provided the commissioning date occurs no later than March 31, 2015. Notwithstanding the foregoing, this Term Sheet and any Subordinated Term Loan Agreement entered into hereunder shall expire unless the Initial Funding Date has occurred by June 30, 2014 (the "Expiration Date") with an option to extend the Expiration Date by mutual agreement by the both parties to this Term Sheet.

**Repayment and payment:**

Interest rate on drawn funds from the Loan will be fixed at [REDACTED]

The outstanding principal amount of the Loan will be repayable and the interest amount will be payable monthly commencing on the first payment date occurring not greater than [REDACTED] following the later of financial close or the commissioning date (the "Grace Period").

[REDACTED]



The Parties will mutually agree to a waterfall mechanism setting forth the allocations of cash flow from the Facility

**Advances:**

The Loan may be drawn no more than one time per month during the period beginning upon the execution of the Engineering, Procurement and Construction (the "EPC") agreement and prior to the commissioning. The amount to be drawn each time shall be pro-rata to the amount to be drawn from the Construction Tranche and Senior Secured Tranche at such time.

**Initial Funding Date:**

On or prior to the date of the first payment to the EPC contractor pursuant to the EPC agreement for the purpose of the first payment to the EPC contractor.

**Capitalization:**

The interest amount accrued during the Grace Period shall be paid quarterly to CEFIA. Any shortfall to satisfy the principal repayment and interest payment of the Loan will be capitalized.

**Prepayment:**

The Borrower may prepay the Loan anytime during the Term with no prepayment penalty.

**Collateral:**

The Loan will be secured by:

1. A second priority security interest in the Project including all equipment and installations;
2. A second priority security interest in and collateral assignment of all contracts, permits and real property rights'; and
3. A second priority security interest in all equity interest of the Borrower.

**Representation and Warranties:**

Customary reps & warranties will apply.

**Conditions Precedent:**

Advances will be subject to standard conditions precedent, including no default by the EPC contractor in the performance of its obligations under the EPC agreement. Additionally, the initial advance is subject to all necessary

CEFIA approvals and reasonable satisfaction with the following matters:

1. Execution of the Project Agreements:
  - PPA
  - EPC agreement
  - Lease agreement or Lease Option Agreement with the City of Ansonia
  - Performance Guaranty by the EPC contractor
  - Senior Secured Tranche Agreement
  - Intercreditor Agreement
2. Evidence of equity funding commitment by investor
3. Evidence, e.g., letters of intent for [TBD]% of the tipping fee revenue
4. Evidence of compliance with tax credit requirements or applicable safe harbors if applicable.
5. Proforma project financials
6. No liens on equipment, real estate or other assets, other than permitted liens as described in the Loan Documents.
7. No default by Borrower
8. Accuracy of representations and warranties
9. No material adverse change in the financial condition of Borrower
10. Receipt of all necessary permits and approvals

**Covenants:**

Limited in scope to correspond with Events of Default and other customary subordinated debt restrictions subject to customary materiality thresholds. Borrower must remain in compliance with all applicable laws at all times. Condition payment of distributions to Borrower until all other conditions and waterfall payments are satisfied.

**Events of Default:**

In order to avoid constituting an event of default under the Senior Secured Tranche agreement, the amount of a shortfall to satisfy the monthly repayment of the principal amount or payment of the interest of the Loan shall be capitalized and added to the principal amount of the Loan and shall be treated as an advance to the Borrower and shall not constitute an event of default under the Loan agreement. However, in the event Borrower is unable to remedy a Senior Secured Tranche standard event of default in a reasonably timely manner, CEFIA shall have the right to call an event of default of its Subordinated Loan but not later than the date upon which an event of default shall occur under the Senior Secured Tranche agreement.

With the exception of this carve-out, an event of default under the Senior Secured Tranche agreement will constitute an event of default of the Loan.

**Fees & Expenses:**

CEFIA will charge no fees for the Loan. Each party shall be responsible for their own transaction expenses including legal expenses, provided that CEFIA's legal expenses up to \$25,000 shall be paid as a draw against loan proceeds.

**Governing Law:**

Connecticut

**Inspection; Access to Books and Records:**

CEFIA shall have the right, upon reasonable notice, to inspect the Project at any time during reasonable business hours, and to access the books and records of Borrower as it pertains to the Project. Borrower shall provide CEFIA a copy of all reports provided to the Senior Secured Tranche and access to all data made available to the Senior Secured Tranche through similar access or media. CEFIA shall also participate in all stakeholder reviews for the Project.

**Non-Binding:**

Any financing by CEFIA is subject to the execution of definitive documents. The transactions contemplated by this term sheet are subject to all necessary CEFIA approvals, including its board of directors or a duly authorized committee of the board.

**Enabling Statute:**

CEFIA is subject to the requirements outlined in Sections 16-245n of the Connecticut General Statutes.

SIGNED on behalf of CEFIA by:

Signature \_\_\_\_\_  
Name: Bryan T. Garcia  
Title: President and CEO  
Date:

Signed on behalf of [REDACTED]:

Signature \_\_\_\_\_  
Name: [REDACTED]  
Title: [REDACTED]  
Date:

## City of Ansonia Anaerobic Digestion Project Team

### █ – Project Manager

█ has managed all the development aspects of the Ansonia Facility, including contracting with all the relevant parties, and arranging the financing thereof. █ developed the largest roof-top solar panel array in New York City, and is now focused solely on the waste to energy business, and the development of this Facility and one or two other anaerobic digestion Facilities within Connecticut.

### █ – Construction Management

█ has been achieving award winning results for institutional and commercial clients. It has been ranked by ENR (Engineering News-Record) as one of the top 100 construction management firms in the USA. Whether implementing comprehensive energy improvement programs, constructing complex research facilities or managing a design-build-finance program to build state-of-the-art facilities, █ is committed to achieving the highest quality strategic outcomes.

### █ – Project Engineer

█ is a multi-disciplined civil engineering firm that focuses on serving public sector clients and a small number of private sector organizations. █ has been providing engineering services in four areas: transportation engineering, surveying, municipal engineering and construction inspection/management.

### █ – Project Engineer

█ specializes in design and commissioning work for the biopharmaceutical, polymer, chemical and alternative energy industries. █ professionals also have expertise in damage assessment and forensic engineering.

### Connecticut Center for Advanced (“CCAT”) – Implementation of Micro-grid

CCAT's Energy Initiative develops regional models for improved energy use, and helps to foster partnerships between industry, government and academia to promote renewable energy, hydrogen and fuel cell technology.

### █ – Manager of the Micro-Grid, Operations & Management of the Facility

█ were introduced to █ through the introduction of the local utility, United Illuminating, through the Zero-Cap, and Partnering & Monitoring program. █, specializing in energy plant efficiency and operation.

### United Illuminating (“UI”) – Local Utility

█ have partnered with UI on the development of this Facility, allowing UI to make strategic introductions where necessary to ensure the project is successful, and providing an opportunity for UI to monitor the performance of the Facility, providing the possibility of eventual vertical-integration opportunities for the Utility.



# CLEAN ENERGY FINANCE AND INVESTMENT AUTHORITY

## DIRECTOR OF COMMERCIAL AND INDUSTRIAL PROGRAMS

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**Class Title: Director of Commercial and Industrial Programs**

**Reports to: President and CEO**

**Direct Reports: Managers, Associates, Assistants**

**Wage Hour Class: Exempt**

**Salary Range: \$118,867-\$167,880**

**Hours Worked: 40**

**Career Series: Director II**

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### **SUMMARY:**

Within the Clean Energy Finance and Investment Authority (hereafter “CEFIA”), this position will serve as the director for commercial and industrial sector programs, specifically CEFIA’s commercial and industrial property assessed clean energy (C-PACE) program. The Director will be tasked with designing and implementing the statewide C-PACE program.

Public Act 12-2 establishes a statewide C-PACE program, which will allow commercial and industrial property owners to pay for energy-related improvements to their properties using a finance program that offers low fixed rates and longer repayment periods than traditional loans. CEFIA will play an important role as the C-PACE program administrator—working to support cities and towns, commercial and industrial companies, and financial institutions to implement the program. CEFIA, through its role as program administrator of C-PACE, will seek to aggregate demand for projects, source capital, and use the tools of the state to bring down the cost of capital.

The Director oversees CEFIA’s finance program to upgrade qualifying commercial and industrial properties in the state. Qualified candidates must have a Bachelor’s Degree (but a Master’s degree is preferred) in environmental science, engineering, economics, political science, business administration, or related field, seven years of experience in energy policy and clean energy finance. Experience supervising staff and working across departments is preferred.

This position reports directly to CEFIA’s President and works with the EVP-CIO.

CEFIA was established by Connecticut’s General Assembly on July 1, 2011 as a part of Public Act 11-80. This new quasi-public agency supersedes the former Connecticut Clean Energy Fund. CEFIA’s mission is to help ensure Connecticut’s energy security and community prosperity by realizing its environmental and economic opportunities through clean energy finance and investments. As the nation’s first full-scale clean energy finance authority, CEFIA will leverage public and private funds to drive investment and scale-up clean energy deployment in Connecticut.

### **DUTIES AND RESPONSIBILITIES:**

- Initiates and manages the design of a C-PACE program for Connecticut administered by CEFIA;

- Works closely with municipalities to create a program that attracts their interest and secures their participation;
- Designs guidelines that takes into account the needs and interests of the banking community in Connecticut, with a particular interest in streamlining mortgage holder approval process and consent;
- Ensures all operational (i.e. staff and policies) and organizational (i.e. contracting and reporting) requirements are being implemented and carried out;
- Supports the development and implementation of consulting services offered to commercial, industrial and institutional end-users in understanding the availability and benefits of clean energy;
- Manages the selection of consultants, where necessary, to support the program in areas where CEFIA does not have specific in-house expertise; Works with the Department of Energy and Environmental Protection and the Energy Efficiency Board, as well as other key stakeholders, to align programs where possible and assure Connecticut's energy finance program takes advantage of shared resources and programmatic synergies;
- Works with the Chief Investment Officer to design C-PACE products to attract private capital to the C-PACE program;
- Works with the Chief Investment Officer to understand C-PACE's potential application to the residential sector (i.e. on-bill repayment policies and procedures);
- Works in coordination with the Directors of Statutory and Infrastructure Programs, Director of Institutional Programs, and Director of Residential Programs in order to ensure that renewable energy and energy efficiency are integrated in the commercial and industrial building sector;
- Works in collaboration with the President, General Counsel, Director of Government and External Affairs, and other appropriate staff to integrate comprehensive strategies to advance clean energy;
- Contributes to the development of CEFIA's comprehensive plan with a particular emphasis on strategy related to the upgrade of commercial and industrial properties;
- Oversees commercial and industrial programs, including, but not limited to the Clean Energy Business Solutions program in partnership with DECD;
- Works with the Board of Directors and the President to lead the development of clean energy programs and initiatives, including other financial programs for properties not well-suited for C-PACE financing;
- Regularly updates the Board of Directors, with support from the President and Executive Vice President and CIO on the development of the C-PACE program;
- Represent CEFIA on appropriate task forces, committees, and boards relevant to clean energy finance;
- Represents CEFIA to the public in speaking engagements; and
- Supervises CEFIA staff including managers, associates, and assistants.

**MINIMUM QUALIFICATIONS REQUIRED**  
**KNOWLEDGE, SKILL AND ABILITY:**

- Strong knowledge and experience in clean energy finance and/or policy;
- Familiarity with the finance and energy industries;
- Considerable experience in program/project management;
- Ability to work in a team environment as a lead contributor, manager, and facilitator;
- Strong knowledge of business operations and general management including supervisory experience, including the management of outside contractors;

- Considerable ability to develop programs, manage stakeholder processes toward results, and interpret energy policy;
- Understanding of the interaction in clean energy markets between finance and demand;
- Demonstrated ability to understand various scientific and energy-related technological principles and applications, and integrate those concepts into the overall project, program, or CEFIA;
- Expertise in scalable models for financing building upgrades through a variety of financial products (ie ESAs, ESCOs, PPAs);
- Ability to work with external stakeholders including strong facilitation, negotiation, and coordination skills;
- Considerable interpersonal skills, as well as oral and written communications skills;
- Ability to market the benefits of C-PACE to potential customers;
- Knowledge of State and Federal energy policies and regulations that support clean energy finance; and
- Familiarity with energy efficiency issues and energy efficiency service contracts.

### **EXPERIENCE AND TRAINING:**

#### **General Experience:**

A Bachelor's Degree (but a Master's degree is preferred) in environmental science, engineering, economics, political science, business administration, or related field. Seven years of experience in energy policy and clean energy finance. Experience supervising staff and working across departments is preferred. Experience working with and facilitating collaborative outcomes with various stakeholder groups in energy policy design and project development.

#### **Special Experience:**

Two years of the general experience must have been supervising staff involved in project development.

#### **Substitutions Allowed:**

1. A Master's Degree in environmental science, engineering, economics, business administration or other related field may be substituted for one additional year of the general experience
2. A professional certification in a relevant field may substitute for one additional year of experience

### **CAREER SERIES**

The career series for this classification is:

- Assistant
- Associate
- Manager
- Senior Manager
- Associate Director
- Director I
- Director II

### **CUSTOMER SERVICE DELIVERABLES**

- Responds promptly to stakeholder, Board of Directors, and staff requests for information or assistance;

- Acts as a lead member of the CEFIA team and pitches in and assists other staff members as requested
- Provides a work product that is well conceived, developed, complete, and useful to scale-up clean energy deployment

**APPOINTMENT**

Appointed by the Clean Energy Finance and Investment Authority Board of Directors in accordance with Sec. 99. Section 16-245n (d) of the Connecticut General Statutes.

DRAFT

# CLEAN ENERGY FINANCE AND INVESTMENT AUTHORITY

## GENERAL COUNSEL AND CHIEF LEGAL OFFICER

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**Class Title: General Counsel and Officer**  
**Direct Reports: Paralegal**  
**Salary Range: \$131,666-184,716**  
**Career Series: Officer**

**Reports to: President and CEO**  
**Wage Hour Class: Exempt**  
**Hours Worked: 40**

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### **SUMMARY:**

This position is responsible for acting as a senior advisor to the President and CEO on legal and policy matters and acting as the General Counsel and Chief Legal Officer for the Clean Energy Finance and Investment Authority (CEFIA). This position requires a Juris Doctor Degree from an accredited law school, and at least seven years experience in energy, environmental and financial or transactional work. Candidate must also be admitted to practice in Connecticut and be in good standing.

The general counsel directs legal, legislative and regulatory affairs that will further the mission of the CEFIA and reports directly to CEFIA's President.

CEFIA was established by Connecticut's General Assembly on July 1, 2011 as a part of Public Act 11-80. This new quasi-public agency supersedes the former Connecticut Clean Energy Fund. CEFIA's mission is to help ensure Connecticut's energy security and community prosperity by realizing its environmental and economic opportunities through clean energy finance and investments. As the nation's first full-scale clean energy finance authority, CEFIA will leverage public and private funds to drive investment and scale-up clean energy deployment in Connecticut.

### **DUTIES AND RESPONSIBILITIES:**

- Acts as a senior advisor to the President and CEO on legal and policy-related matters;
- Works with the Board of Directors, President, and CEFIA staff to lead the development of legal, regulatory and policy strategies that further the CEFIA's clean energy goals;
- Provides legal counsel to the Board of Directors, President and CEFIA staff;
- Develops a wide range of legal documents with a focus on standardization of contracts relating to clean energy market development and deployment projects and related activities in coordination with the President and CEO, EVP-CIO, and sector directors and in conjunction with Public Act 11-80 (Section 99), Bylaws, Operating Procedures, Comprehensive Plan, annual budget and policies of CEFIA;
- Ensures all operational and organizational legal requirements are implemented and carried out;
- Represents the CEFIA in clean energy related legislative and regulatory proceedings with the support of the President;
- Monitors, drafts and interprets legislative and regulatory decisions;

- Drafts and negotiates a wide range of legal documents with a focus on the standardization of contracts relating to clean energy market development and deployment projects and related initiatives;
- Manages contract administration activities;
- Reviews legal due diligence;
- Advises with respect to intellectual property, commercial lending and other financing matters related to the CEFIA's business and performs other duties as assigned;
- Acts as CEFIA's freedom of information officer and ethics officer;
- Serves as the staff liaison to the Audit, Compliance and Governance Committee of the Board of Directors;
- Supervises CEFIA staff including Paralegal, Contract Administrator and other staff as appropriate; and
- Manages relationships with, and reviews work product of, outside counsel.

**MINIMUM QUALIFICATIONS REQUIRED**  
**KNOWLEDGE, SKILL AND ABILITY:**

- Member of the Connecticut Bar in good standing;
- Knowledge of State and Federal laws and regulations pertaining to energy and the environment, as well as banking and finance;
- Substantial knowledge and experience with administrative hearing procedures and other legal, legislative and regulatory practices and procedures;
- Knowledge of electric and energy industries and related regulations and processes;
- Expertise in legal structures for a variety of financing models;
- Experience with project finance transactional work, including drafting and negotiating a wide range of legal contracts;
- Experience with corporate governance;
- Familiarity with energy efficiency issues and energy efficiency service contracts;
- Supervisory experience, including the management of outside legal counsel;
- Considerable interpersonal skills;
- Considerable oral and written communication skills;
- Ability to interpret, analyze and draft legal, legislative and regulatory material.

**EXPERIENCE AND TRAINING:**

**General Experience:**

Juris Doctor Degree from an accredited law school. Must be a member of the Connecticut Bar in good standing and have at least seven years of experience practicing law in the areas of finance, clean energy, or related field.

**Special Experience:**

Two years of the general experience must have been lead counsel dealing with legislative or regulatory executives. Some contract experience is a plus as well as knowledge of energy project finance.

**CAREER SERIES**

The career series for this classification is:

- Officer
- Director II

- Director I
- Counsel

#### **CUSTOMER SERVICE DELIVERABLES**

- Responds promptly to stakeholder, Board of Directors, and staff requests for information or assistance;
- Acts as a lead member of the CEFIA team and pitches in and assists other staff members as requested
- Provides a work product that is well conceived, developed, complete, and useful to scale-up clean energy deployment

#### **APPOINTMENT**

Appointed by the Clean Energy Finance and Investment Authority Board of Directors in accordance with Sec. 99. Section 16-245n (d) of the Connecticut General Statutes.

DRAFT

# CLEAN ENERGY FINANCE AND INVESTMENT AUTHORITY

## EXECUTIVE VICE PRESIDENT AND CHIEF INVESTMENT OFFICER

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Class Title: Executive Vice President and CIO  
Direct Reports: None  
Salary Range: \$131,666-\$184,716  
Career Series: Officer

Reports to: President and CEO  
Wage Hour Class: Exempt  
Hours Worked: 40

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### SUMMARY:

The Connecticut's Clean Energy Finance and Investment Authority (hereafter "CEFIA"), seeks an experienced investment banker as its executive vice president and CIO. Qualified candidate must have a Bachelor's Degree in a related field from an accredited school, plus at least seven (7) or more years of general experience in investment or commercial banking in positions of increasing responsibility and expertise in the clean energy, energy efficiency, and environment project finance sectors. A Master's Degree in Business Administration is preferred.

The executive vice president and CIO raises capital and oversees investments that will further the mission of the CEFIA and reports directly to CEFIA's President.

CEFIA is a quasi-public authority that promotes investment in clean energy in accordance with a comprehensive plan to foster the growth, development and commercialization of clean energy sources, related enterprises, and stimulates demand for clean energy and deployment of clean energy sources that serve end-use customers in the state.

### DUTIES AND RESPONSIBILITIES:

- Acts as a senior advisor to the President and CEO on finance-related matters;
- Works with the Board of Directors, President, and CEFIA staff to lead the development of new and innovative financing programs to scale-up the state's clean energy investments in commercially viable technologies;
- Develops and manages a range of financial approaches to increase the state's investment in clean energy including bonding, debt financing, loan guarantees, insurance (i.e. performance guarantees improving warrantees and reducing cost of capital), tax equity financing, credit enhancement mechanisms, and other low-cost financing arrangements;
- Contributes to the development of CEFIA's comprehensive plan with a particular emphasis on strategy related to financing clean energy;
- Develops the investment standards that govern the administration of CEFIA through the preparation of rules, policies, and procedures that specify borrower eligibility, program standards, terms and conditions of support, and other relevant criteria, standards, or procedures and presents to the Board for approval;



- Leads outreach efforts to local, regional, national and international financial institutions and institutional investors to increase their interest in clean energy project financing by reducing risks, uncertainty, and the total cost of deployment;
- Attracts greater private capital investment in clean energy projects in the state from federal sources, charitable gifts, grants, contributions, as well as loans from individuals, corporations, university endowments, philanthropic foundations and pension funds;
- Raises capital from non-ratepayer sources (i.e. pension funds, endowments, bond funding, private investors, etc.)
- Maintains relationships with CEFA's financial institution and institutional investor communities;
- Works with the President and General Counsel to develop state and federal policies that support an increase in capital investment in clean energy development and deployment in Connecticut;
- Integrates federal clean energy deployment and financing schemes for the CEFA;
- Works with the General Counsel to draft and negotiate a wide range of legal documents with a focus on the standardization of contracts relating to clean energy market development and deployment projects and related initiatives;
- Structures and negotiates financing terms of CEFA's debt, equity, and equity-like financing including Clean Energy Ventures;
- Provides comprehensive evaluation and risk analysis of investment opportunities;
- Assesses the need and process for qualifying as a Community Development Financial Institution for clean energy deployment in Connecticut; and
- Supports the development of technology performance metrics to ensure that energy production and consumption are achieving their expected outcomes.

#### **MINIMUM QUALIFICATIONS REQUIRED**

##### **KNOWLEDGE, SKILL AND ABILITY:**

- Demonstrated experience in managing a diverse portfolio of investments in the energy sector, preferably clean energy and energy efficiency project finance;
- Demonstrated experience in innovative product development and management, and fiscal oversight;
- Demonstrated expertise in clean energy and energy efficiency, economic development and environmental protection;
- Ability to evaluate emerging clean energy markets and financing mechanisms;
- Strong communication skills with the financial community;
- Ability to attract capital for clean energy investment in Connecticut;

##### **EXPERIENCE AND TRAINING:**

###### **Required:**

Masters of Business Administration plus at least seven (7) or more years of general experience in investment or commercial banking in positions of increasing responsibility. Experience in the clean energy and environment project finance sectors.

###### **Special Experience:**

Two (2) years of the general experience must have been in a supervisory capacity.

### **CAREER SERIES**

The career series for this classification is:

- Assistant
- Associate
- Manager
- Senior Manager
- Associate Director
- Director I
- Director II

### **CUSTOMER SERVICE DELIVERABLES**

- Responds promptly to stakeholder, Board of Directors, and staff requests for information or assistance;
- Acts as a lead member of the CEFIA team and pitches in and assists other staff members as requested
- Provides a work product that is well conceived, developed, complete, and useful to scale-up clean energy deployment

### **APPOINTMENT**

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