



# Annual Work Plan

July 1, 2011 – June 30, 2012



## Mission

Clean Energy States Alliance (CESA) is a national nonprofit organization of public clean energy funds and clean energy programs that have banded together to promote clean energy and low-carbon technologies across the country. CESA provides up-to-date information about clean energy programs in the U.S. to its members and supports a collaborative network by coordinating multi-state, sub-national efforts, leveraging funding for projects and research, addressing current challenges and solutions, and assisting with program development and evaluation.

### Clean Energy States Alliance

50 State Street, Suite 1  
Montpelier, VT 05602  
Phone: 802.223.2554  
Fax: 802.223.4967

[www.cleanenergystates.org](http://www.cleanenergystates.org)

## Staff

Mark Sinclair, Executive Director  
[MSinclair@cleanegroup.org](mailto:MSinclair@cleanegroup.org)

Lewis Milford, Founder  
[LMilford@cleanegroup.org](mailto:LMilford@cleanegroup.org)

Jessica Morey, Project Director  
[Jessica@cleanegroup.org](mailto:Jessica@cleanegroup.org)

Anne Margolis, Project Director  
[Anne@cleanegroup.org](mailto:Anne@cleanegroup.org)

Ross Tyler, Project Director  
[RTyler@cleanegroup.org](mailto:RTyler@cleanegroup.org)

Maria Blais Costello, Program Coordinator  
[Maria@cleanegroup.org](mailto:Maria@cleanegroup.org)

Warren Leon, Senior Advisor  
[WLeon@cleanegroup.org](mailto:WLeon@cleanegroup.org)

Kevin Cavanaugh, CFO  
[Kevin@cleanegroup.org](mailto:Kevin@cleanegroup.org)

Meghan Monahan, Office Manager  
[Meghan@cleanegroup.org](mailto:Meghan@cleanegroup.org)

Janine Loprete, Bookkeeper  
[Janine@cleanegroup.org](mailto:Janine@cleanegroup.org)

Val Stori, Research Assistant  
[Val@cleanegroup.org](mailto:Val@cleanegroup.org)

## Introduction

Clean Energy States Alliance (CESA) is the only nonprofit association of state clean energy funds. Since its establishment in 2003, CESA has successfully worked with public clean energy funds to solve common clean energy deployment and finance challenges, improve program design, and foster information sharing. Collectively, the state clean energy programs – CESA’s Core members – are able to frame and address key issues facing clean energy market development by working with federal agencies, regulators, industry participants, and the national media.

### Membership

In 2011, CESA’s Board of Directors approved a second, “Affiliate” category for CESA membership and began an outreach strategy to invite other organizations working in the realm of clean energy funding, investments, and deployment to participate in CESA. In this manner, CESA will engage with clean energy leaders at the state, city, tribal, and community level, as well as with other organizations working to advance clean energy markets.

CESA provides its membership, both its Core members and Affiliate members, with client assistance services and implements joint projects to address common challenges facing public programs such as identifying best solar program offerings, providing recommendations on how to effectively implement renewable portfolio standards, and advancing program support for newer technologies such as marine energy, offshore wind, fuel cells, and energy storage. CESA membership is cost effective because members are able to pool joint resources and efforts for shared problem solving and analysis.

### Objectives

CESA has one overriding purpose – to use the collective power of its network of public clean

energy programs to create practical solutions that can only come from multi-party, collaborative initiatives. CESA’s value proposition is its ability to serve as a forum for peer-to-peer learning and to advance collective problem solving among the leading clean energy programs in the country. CESA pursues numerous multi-state initiatives and projects, which are designed to improve the overall effectiveness of individual programs as well as to advance the interests of clean energy programs as a whole.

Each year, CESA staff develops an annual work plan for the organization. The plan identifies and describes the specific activities of the organization and how the staff proposes to dedicate time and attention to the ongoing work in the coming year.

This year’s plan describes CESA’s mission, the proposed project work, and objectives for the coming year.

The 2011-2012 CESA work plan is divided into the following sections:

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## CESA's Membership Categories

CESA's strength lies in its network of members.

### CESA Core Members

CESA Core Members are primarily state or other public clean energy programs that have funding to support clean energy project deployment, technology development, and markets. Through innovative policy and finance mechanisms—such as grants, loans, equity investments, research and development efforts, and public education—these sub-national programs are providing billions of dollars of support for clean energy across the U.S.

CESA Core Members are the “backbone” of the organization. CESA Core Membership assessments are based on an organization's annual budget for its renewable energy efforts. Core Members are entitled to the full spectrum of CESA member services and privileges, including the following:

- Complimentary participation in all CESA national member meetings, listservs, webinars, and special events to meet with colleagues, discuss successes and challenges in programs, develop new joint projects, and learn about the opportunities available to their programs through innovative finance, policy and market initiatives.
- Access to the CESA Core Members listserv and the collective expertise of an exclusive, national network of peers to explore clean energy problems and solutions candidly.
- Access to the CESA Core Members section of the CESA website for information and analysis that is developed or of value specifically to CESA's Core members.
- One-to-one consulting time from CESA staff to meet individualized technical assistance requests.

- Participation with CESA staff at clean energy conference events to highlight the member's innovative clean energy programs at a national platform.
- Inclusion in CESA's national database to track the results and trend of the leading public clean energy funds.
- Participation in CESA governance activities.

### CESA Affiliate Members

CESA's mission is to advance clean energy markets, and we realize that many different organizations are also striving for the same goal. For that reason, CESA has expanded its membership to include Affiliate Members.

Affiliate Members are organizations such as NGOs, trade associations, universities, economic development associations, and technology transfer offices, as well as cities, counties, and state agencies that work to advance clean energy deployment but do not have a public clean energy fund. Affiliate Members can benefit from many of the lessons learned and programmatic insights that CESA Core Members have gained over the past 5-10 years as well as from the current activities of the CESA organization.

Affiliate Membership offers the following benefits:

- Participation in all CESA webinars.
- Invitation to attend CESA national member meetings (registration fee required).
- Participation in CESA Project listservs, where Affiliate members and others can share ideas and seek joint solutions to common challenges.

Please contact Mark Sinclair or Anne Margolis for more information about CESA membership.

## CESA's Program Areas

CESA staff will be working with our members to strengthen the CESA network, to identify key member services, and to assess how the organization could grow to meet new challenges and opportunities. CESA staff will also work to expand CESA membership and out-reach efforts to attract new organizations that promote clean energy markets.

During the 2011-2012 year, CESA will continue four program areas:

**Program Area 1: CESA Joint Projects.** Through its joint projects, CESA works to find solutions to key, cross-cutting problems that many CESA members face such as developing new programs to support clean energy and economic development, RPS implementation, offshore wind development, support of energy storage technologies, solar PV market development, use of innovative clean energy finance tools, and hydrogen and fuel cell education.

**Program Area 2: CESA Client Services.** Through individual member assistance, biannual meetings, and monthly member update webinars, CESA delivers client services, information, and analysis related to clean energy programs, technologies, and markets.

**Program Area 3: CESA Information Exchange and Analysis.** Through the new CESA website, case studies, and reports, CESA provides comprehensive and low-cost analysis on state clean energy programs' efforts across the country to identify and promote best practices.

**Program Area 4: CESA Partnership Development.** CESA staff work with other public and private partners to create new partnership initiatives to advance clean energy deployment. Our partners include federal agencies such as the Department of Energy, Department of Interior, Department of Homeland Security, state membership associations such as NASEO, and industry

associations such as the National Hydrogen Association, American Wind Energy Association, and Solar Energy Industry Association.

### Program Area 1: Joint Projects

CESA staff will implement the active joint projects described below.

#### Active Joint Projects

- Solar Project
- Wind Siting and Public Acceptance
- RPS Implementation Project
- Clean Energy Finance Project
- Hydrogen and Fuel Cell Education
- CESA National Clean Energy Database
- DOE Marine Energy Technology Advancement Project
- DOE/States Energy Storage Project
- CESA National Clean Energy Database
- State Leadership in Clean Energy Awards

#### Projects in Development

- Clean Energy and Economic Development Project

### Program Area 2: CESA Client Services

CESA Client Services are divided into two categories – general client services and individual client services.

#### *CESA General Client Services*

General client services are umbrella services that benefit all members and focus on network development and information sharing between CESA members. These services include:

- CESA member website & listserv management
- CESA biannual meetings
- CESA biennial reports on U.S. Clean Energy Funds and Programs
- CESA Member webinars
- Membership development
- CESA Project listservs

### *CESA Individual Client Services*

Individual client services are specific assistance provided by CESA staff to individual Core members for state-specific support. Individual client services assistance typically fall into four categories:

- **Technical Assistance** for individual state program development and analysis.
- **Requests** for specific information of value to a fund such as information from other states or countries, or data acquisition requests.
- **Public Education and Messaging** expertise for individual state initiatives.
- **Support** to assist individual funds to support continuation of their programs by providing information and analysis for legislative or administrative processes.

Core members are encouraged to request assistance as needed.

### **Program Area 3: CESA Information Exchange and Analysis**

CESA Information Exchange and Analysis support provides CESA members with current news and information about member programs as well as analysis and reports on clean energy program opportunities and initiatives. CESA staff also dedicates some time for outreach activities by making presentations at national or regional conferences and meetings to explain the CESA mission and to ensure favorable public attention about the funds' work. In 2011-2012, CESA staff will provide the latest information about clean energy programs and technology cost trends as well as maintain a comprehensive database of the support CESA states are providing to clean energy projects.

#### *LBNL Case Studies*

CESA works with Lawrence Berkeley National Laboratories (LBNL) to develop case studies on clean energy technologies and provides strategic advice on CESA programs. Recent case studies

and other reports by CESA can be found on the CESA website at:

<http://www.cleanenergystates.org/resource-library/>

#### *CESA Website*

The CESA website was redesigned and updated in spring, 2011. CESA will continue its efforts to make the website an even more effective resource for our members and more accessible to the public.

#### *Documentation of Best Practices*

CESA will continue to work with states to identify best practices to promote renewable energy technologies. CESA staff will regularly survey CESA members and states to identify clean energy best practices, programmatic experience and results, recent program developments and new state-based strategies to advance the market for clean energy technologies. Key findings will be summarized and shared with CESA members.

#### *Program Analysis and Performance Reports for Clean Energy and Economic Development*

CESA will continue to serve as a clearing house for reports and analysis on clean energy and related economic development issues. Reports will be posted on the CESA website.

#### *Updates of Annual Funding Summaries of Member Programs; CESA National Database*

In 2011-2012, CESA will continue to maintain a comprehensive database to document state member support for RE project deployment, providing an up-to-date account of the type and amount of RE projects that have been supported by member programs, individually and collectively.

#### *CESA in Washington, DC*

Two CESA staff members are located in Washington, D.C. to ensure that the interests and perspectives of our members, the leading state-level, publicly funded clean energy programs, are articulated clearly and considered by major external stakeholders, federal agencies, and public officials.

#### *Public Education and Promotion of CESA Members*

We continue to increase the public profile and

awareness of CESA and its members through articles, press releases, forums, etc. CESA will regularly engage other parties to write about and promote CESA related activities and post these articles on the CESA website.

#### **Program Area 4: Partnership Development**

CESA works with many private, non-profit, state and federal partners on clean energy issues of mutual concern to benefit CESA members. These partnership development opportunities are designed with one goal in mind – to leverage support for the work and objectives of CESA's member clean energy programs.

CESA staff will work to continue partnership opportunities with organizations such as: ASSERTI, NASEO, National Council of State Legislators, Department of Interior, Department of Energy, trade associations (such as NHA, AWEA, and SEIA) and philanthropic foundations.



# CESA Joint Project Summaries and Objectives

## ACTIVE JOINT PROJECTS

The following are CESA's active Joint Projects for 2011-2012.

### CESA Joint Projects – Year 9

#### Active Joint Projects

- Solar Project
- Wind Siting and Public Acceptance
- RPS Implementation Project
- Clean Energy Finance Project
- State Leadership in Clean Energy Awards
- Hydrogen and Fuel Cell Education
- CESA National Clean Energy Database
- DOE Marine Energy Technology Advancement Project
- DOE/States Energy Storage Project

#### Projects in Development

- Clean Energy and Economic Development Project

## Solar Project

### PROJECT DIRECTORS

Mark Sinclair, Anne Margolis

### SUMMARY

The goal of the CESA Solar Project is to strengthen the ability of states and local government to develop markets for solar photovoltaic (PV) and solar thermal systems.

CESA members are committed to expand the use of solar technologies and to drive down solar costs. CESA works with states and local governments to develop the most effective programs and finance strategies to create strong markets for solar use. CESA surveys and identifies solar program best practices from around the country, develops collaborative initiatives between the states, DOE, municipalities, and national solar industry members, and provides

information and analysis to CESA members on solar program design.

### Major Solar Efforts & Activities 2011-2012

#### States Advancing Solar

CESA has created a multi-year initiative to advance solar technology deployment across the country. The objectives of the initiative are to (1) provide information and technical assistance to state and local leaders and state energy programs in the development of new and expanded solar programs, and (2) identify and foster adoption by states and local governments of solar program best practices. CESA tracks, evaluates, publicizes and facilitates adoption of effective financial, policy and technology activities and best practices that accelerate solar technologies.

Major activities of this initiative include:

- Survey and monitor decisions, program developments, solar-related standards, regulations and experiences of the major state and municipal solar programs to identify best practices and improve solar program effectiveness. Provide briefings and practical recommendations to CESA members and other stakeholders to advance solar markets.
- Maintain and update the *States Advancing Solar* website at [www.statesadvancingsolar.org](http://www.statesadvancingsolar.org) to share solar best practices, case studies, and incentive program developments for PV and solar hot water.
- Manage an effective multi-stakeholder communication network to advance solar programs, best practices and innovative solar policies and programs.
- Provide outreach and information to state leaders and local officials on solar program development through webcasts, workshops, and publications.



- Provide technical assistance to states and local governments for the development of effective solar programs.

## Wind Siting & Public Acceptance Project

### PROJECT DIRECTORS

Mark Sinclair, Anne Margolis, Ross Tyler

### SUMMARY

This project seeks to address major regulatory, finance, and technology challenges facing wind project development. The project's major activities include:

1. Pursuant to a DOE Wind Powering America program, CESA provides technical assistance to state agencies and officials across the nation regarding best practices, programs, and policy tools available to accelerate wind project development.
2. CESA is a member of the governing board of the US Offshore Wind Collaborative (USOWC), a forum to facilitate cooperation among major stakeholders to support responsible offshore wind siting off the Atlantic Coast.
3. CESA works in a partnership with the Department of Interior, the US Offshore Wind Collaborative, the Bureau of Energy Management, Regulation, and Enforcement (BOEMRE), and Atlantic coast states to advance a coordinated, efficient regulatory program to facilitate the siting and permitting of offshore wind power.
4. CESA works in a partnership with DOE and states to advance cost reductions in offshore wind technology, financing innovation, and supply chain development.
5. CESA participates in the Great Lakes Wind Collaborative (GLWC), a multi-stakeholder collaborative to advance wind development in the Great Lakes region.
6. CESA serves as a steering committee member for the Wind Powering America Program.

### Major Activities for 2011-2012

#### CESA/DOE Wind Powering America: State Technical Outreach Initiative

This initiative is a DOE-funded CESA effort to facilitate peer-to-peer communication and learning among states to identify and promote adoption of best siting practices, innovative state wind policies and effective finance programs to reach the national 20% by 2030 Wind Vision.

The specific activities of the initiative are to:

- Survey current wind programs, legislation, and policies of CESA members and other states to identify effective wind policies, financing mechanisms and best practices to advance wind development. Share progress and lessons learned with state officials and stakeholders.
- Provide state officials with information on the best policies and practices for wind projects through webinars, workshops, the *States Advancing Wind* webpage, and publications.
- Assist in the development of community-scale wind certification standards.
- Assist states with creation of effective small wind support programs.

#### Offshore Wind Development

This initiative involves CESA collaboration with (1) the Department of Interior (DOI), Department of Energy (DOE), and states to advance offshore wind development. The specific activities include:

- **DOI/States Regulatory Cooperation**  
CESA is working closely with DOI Secretary and Atlantic coast states to implement the "Smart from the Start" initiative to improve, coordinate, and reduce the timeline for the federal and state review, permitting and leasing of offshore wind projects. CESA develops recommendations and input to federal and state agencies on regulatory innovation and best management practices to reduce regulatory and environmental risks associated with offshore wind projects

- **Supporting DOE National Offshore Wind Strategy**

With significant input from and support by CESA, in 2010-2011, DOE developed a new National Offshore Wind Strategy that places high priority on offshore wind deployment. The strategy provides an outline of specific actions necessary to support development of an offshore wind industry in the US. Pursuant to the Strategy, CESA is pursuing several activities to spur the rapid and responsible development of offshore wind energy to achieve the Strategy's objective of deploying 54 gigawatts of offshore wind capacity by 2030.

First, CESA is working with USOWC and states to develop a strategy for addressing domestic supply chain needs and gaps, and working with industry, state, and federal players to implement pathways to grow the national infrastructure through integrated efforts.

Second, CESA is identifying, evaluating, and working with states and industry to implement the most effective financing strategies and tools to grow investment in offshore wind projects.

Third, CESA is working with leading environmental organizations and business groups to ensure support for offshore wind deployment.

#### **Great Lakes Wind Collaborative (GLWC)**

CESA is working closely with the Great Lakes Wind Collaborative, a stakeholder-based initiative to support responsible development of wind energy projects in the Great Lakes region. This multi-sector partnership among stakeholders, states, and Canadian representatives is working to identify and address the technical, environmental, regulatory, informational and educational issues necessary to support successful deployment of wind energy in the Great Lakes region. CESA is working with DOE, the Great Lakes Commission, the wind industry,

and officials from several Midwest states to support this effort.

The specific activities include:

- Support the GLWC work plan, including development of best siting practices for land-based and lake-based wind development.
- Provide the Great Lakes Commission with advice and analysis on approaches to advance wind project siting in the region.
- Draft and advance completion of a comprehensive regulatory agreement between state and federal agency regulators to coordinate and standardize review of wind projects on the Great Lakes.

## **RPS Implementation Project**

### **PROJECT DIRECTORS**

Warren Leon, Mark Sinclair

### **SUMMARY**

Renewable portfolio standards (RPSs) are an important tool that 29 states have established to encourage clean energy investment in the U.S. CESA members have an important stake in the success of achieving state RPS goals by providing targeted project financial assistance and helping to shape a supportive state and local regulatory climate for renewable energy development.

To ensure RPS success, CESA is managing a State-Federal RPS Collaborative to advance dialogue and cooperation among a broad network of state government officials and NGO experts on RPS program design and implementation. The Collaborative provides a forum for the exchange of experiences and lessons learned regarding the implementation of state RPS policies across the United States.

The Collaborative provides an opportunity for participants to learn about and discuss factors that affect the realization of RPS targets, (e.g., transmission, public incentives, effective evaluation of RPS costs and benefits, etc.). CESA also

provides members of the Collaborative with technical assistance to states that are in the process of implementing or revising an RPS as well as those that are considering passing or weakening RPS legislation.

### *Major Activities for 2011-2012*

Through the State-Federal RPS Collaborative process, CESA staff is performing a range of tasks and analyses to

- evaluate what is and is not working in RPS implementation,
- provide technical assistance to states in the process of passing or implementing state RPS laws, and
- assist states to effectively evaluate the results, costs, and benefits of RPS programs.

In 2011-2012, CESA will continue to facilitate, staff, and provide technical assistance to the Collaborative, by hosting regular webinars, planning a national summit, and developing analyses and recommendations for stakeholders.

The Collaborative will address the following specific RPS areas, among other issues of interest to the states:

- Plan and present webinars covering topics such as RPS program evaluation, feed-in tariffs and regional transmission planning.
- Develop recommendations for effective approaches for states to evaluate current RPS programs.
- Provide direct assistance to states, upon request, such as Vermont and New Hampshire, to objectively assess the merits of their RPS programs as required by new legislatures and Governors.
- Publish monthly newsletters on current RPS program developments across the country.
- Organize and lead a fourth national summit on RPS.

## **Clean Energy Finance Project**

### **PROJECT DIRECTOR**

Ross Tyler, Mark Sinclair

### **SUMMARY**

This project is designed to assist states to improve their clean energy program effectiveness by providing access to advice and expertise from the private financial sector on how states can best leverage their public funding and develop new financing tools to attract and support greater private investment in clean energy projects. This is particularly important as state programs are seeking ways to make program funding sustainable.

Through this project, CESA provides technical assistance and webinars to help members (1) stay abreast of trends in clean energy finance and (2) explore use of innovative financing tools that can leverage available state clean energy funds.

### *Major Activities for 2011-2012*

- Continue the CESA State Clean Energy Finance Briefings Series, which identifies and explores clean energy investment and finance issues of relevance to states.
- Develop briefing memos, analysis, and recommendations on select clean energy finance topics.

## **State Leadership in Clean Energy Awards Program**

### **PROJECT DIRECTOR**

Anne Margolis

### **SUMMARY**

CESA has established the *State Leadership in Clean Energy Awards* to recognize state programs that are most effectively accelerating adoption of clean energy technologies and advancing clean energy markets. State funds and agencies from across the country nominate programs for *State Leadership in Clean Energy Awards*. A team of nationally renowned judges then select exemplary programs from among all the nominations. The winning

entries exemplify the ground-breaking clean energy work being done by the states. CESA now conducts the nominations and awards process on an annual basis and features the winning state programs at its CESA membership meetings.

### *Major Activities for 2011-2012*

- Facilitate the nominations and judging process for the awards.
- Develop a public education component to publicize award-winning programs and awardees.
- Present awards at the fall biannual CESA membership meeting.
- Facilitate media outreach to publicize award winning programs.

## **DOE Hydrogen and Fuel Cell Education Project**

### **PROJECT DIRECTORS**

Warren Leon, Lewis Milford

### **SUMMARY**

Working under a 3-year grant award from the U.S. DOE EERE's *Hydrogen, Fuel Cells and Infrastructure Technologies Program*, CESA is identifying best practices and policies that accelerate stationary fuel cell industries and deployment. CESA communicates and facilitates state adoption of these policies and programs.

### *Major Activities for 2011-2012*

- Emphasize efforts to develop and deploy stationary and portable fuel cell technologies in both private and public sector facilities, with a particular emphasis on critical infrastructure that is reliant upon stable, uninterrupted power.
- Provide information and technical assistance to state legislators, other policy makers and state renewable energy programs in the development of effective hydrogen fuel cell programs.

- Identify and foster hydrogen program best practices.
- Identify and promote collaborative opportunities for states and the DOE to advance fuel cell deployment.
- Maintain a fuel cell and hydrogen webpage and listserv for CESA members and state leaders with posting of current information on state hydrogen activities, trends, and program elements.

## **CESA National Clean Energy Database**

### **PROJECT DIRECTORS**

Mark Sinclair, Anne Margolis

### **SUMMARY**

CESA continues to maintain a national renewable energy program database to summarize state support for the deployment of clean energy projects – utility-scale and distributed projects.

### *Major Activities for 2011-2012*

- Maintain a national clean energy program database to summarize and evaluate state support for the deployment of clean energy projects – both utility-scale and smaller, distributed generation projects. This database tracks important market measures such as installed cost of projects, system size, manufacturer share, etc.
- Using the database, develop an annual report on collective CESA state-fund activities with key findings and implications regarding program deployment and results.

## **DOE Marine Energy Deployment Demonstration Project**

### **PROJECT DIRECTORS**

Jessica Morey, Mark Sinclair

### **SUMMARY & OBJECTIVES**

CESA, NASEO, and ASERTTI are implementing a technology advancement partnership with DOE to design and facilitate a process to expedite clean

energy technology research, development and commercialization. The candidate technology area selected to prove the concept is marine energy technology. The objective of the initiative is to design and demonstrate a new strategic partnership among states and EERE technology programs to expedite the deployment of marine energy prototype projects.

#### *Major Activities for 2011-2012*

- Facilitate discussions between interested states, national marine centers, industry players, Carbon Trust, and DOE to align technology RDD goals, efforts, and programs.
- Support a collaborative network for information sharing, RDD collaboration, and innovation among major players on marine energy.
- Facilitate joint state/DOE funding of key demonstration projects and test facilities.
- Evaluate and document process for widespread use in other technology areas.

## **DOE/States Energy Storage Deployment Partnership**

### **PROJECT DIRECTOR**

Anne Margolis, Lewis Milford

#### **SUMMARY & OBJECTIVES**

CESA is implementing a technology advancement partnership with DOE to design and implement a new process to expedite energy storage technology. The objective of the initiative is to design and demonstrate a strategic partnership among states and DOE programs to increase and showcase the deployment of energy storage technologies and applications.

#### *Major Activities for 2011-2012*

- Document DOE goals and program activities in the energy storage area for communication to interested states.

- Assess status of existing energy storage technology and demonstration projects.
- Facilitate discussions between interested states, national laboratories, and DOE to align energy storage technology RDD goals and programs.
- Establish collaborative network for information sharing, RDD collaboration, and innovation among major players on energy storage.
- Facilitate joint state/DOE solicitations for funding of key demonstration projects.
- Evaluate and document process results.

## **CESA PROJECTS IN DEVELOPMENT**

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### **Clean Energy and Economic Development Project**

#### **PROJECT DIRECTORS**

Jessica Morey, Lewis Milford

#### **SUMMARY & OBJECTIVES**

CESA proposes to design and launch a new initiative to accelerate clean energy job creation and industry through application of economic development strategies to the clean energy sector. The objective is to form an alliance of state energy funds, economic development officials, academic researchers, and policy experts to drive use of effective state economic development tools and policies for clean energy. The alliance would work to accomplish the following:

1. Develop sound data and undertake new research with academic institutions to study what works in economic development domestically and internationally to inform policy makers about the appropriate strategies for clean energy market development;

2. Bring together state clean energy funds, economic development officials, academics, think tanks, and industry to implement emerging state economic development strategies in clean energy such as supply chains, clusters, and wealth creation in low-income areas; and
3. Based on experiential data, seek new and expanded policies, funding, programs and strategies at the state and the federal level to make “best of breed” clean energy economic development strategies a cornerstone of a future American manufacturing, export, and innovation economy.

### *Major Activities for 2011-2012*

- CESA will create a network of CESA members, academics, think tank experts, industry partners, economic development officials, and policy experts to create a research program for this effort.
- Create a learning network of state officials, industry and other colleagues to exchange information, best practices, and collaborative learning on the merits and effective use of economic development program offerings and tools in the clean energy.

## Conclusion

As CESA enters into its ninth year, we want to thank our members for their support for this important work. In the coming year, CESA will advance opportunities for leveraging the work of our members and for improving fund performance in building a clean energy future for the US.

We hope this annual work plan provides our members and stakeholders with a solid understanding of our activities and objectives for 2011-2012.

Thank you again for valuing and supporting CESA. We look forward to another productive year.



50 State Street, Suite 1  
Montpelier, VT 05602  
Phone: 802-223-2554

[www.cleanenergystates.org](http://www.cleanenergystates.org)