



Preserving The Environment •  
Improving Water Quality

Kevin L. Shafer, P.E.  
Executive Director

December 14, 2009

United States Department of Energy  
1000 Independence Ave., S.W.  
Washington, D.C. 20585-1615

RE: Letter of Support for the Energy Efficiency and Conservation Block Grant  
Program (EECBG)

To Whom It May Concern:

The Milwaukee Metropolitan Sewerage District (MMSD) is pleased to support WE<sup>2</sup> Team's, comprised of the City of Milwaukee, City of Madison, and the City of Racine, with Wisconsin Energy Conservation Corporation (WECC) serving as the Team administrator, application to the Department of Energy's (DOE) Retrofit Ramp-up and General Innovation Fund Program. The WE<sup>2</sup> Team Members will initiate innovative pilot programs, including implementation of the Property Assessed Clean Energy (PACE) financing model, and will include rigorous tracking and research components.

MMSD has a long track record of reducing customer bills and greenhouse gas emissions through energy efficiency and innovation. We look forward to working on this project as an Industry Partner and agree to the following in-kind services towards the WE<sup>2</sup> Team efforts in this project:

- Supporting communitywide water conservation practices (low-flow toilet rebates, rain barrels, and public education) to reduce household energy costs through MMSD's Every Drop Counts program ([www.mmsd.com](http://www.mmsd.com));
- Providing more than \$350,000 of MMSD funds each year for the next five years to the City of Milwaukee for fixing leaky home laterals; and
- Providing more than \$350,000 of MMSD funds each year for the next five years to the City of Milwaukee for implementing stormwater best management practices.

As an Industry Partner, we would work with the appropriate City of Milwaukee departments to implement these innovative energy efficiency approaches and to support DOE's required efforts to track results and identify best practices.

We look forward to participating in this project and helping reach our mutual goals of energy and cost savings.

**milwaukee metropolitan sewerage district**  
260 W. Seeboth Street, Milwaukee, WI 53204-1446  
414-225-2088 • email: [KShafer@mmsd.com](mailto:KShafer@mmsd.com) • [www.mmsd.com](http://www.mmsd.com)

**Iain A. Campbell**

Vice President & General Manager, Global Energy and  
WorkPlace Solutions, Building Efficiency  
Johnson Controls Inc.

507 E. Michigan Street, Executive Suite M1, Milwaukee, WI 53202-5211 USA  
Tel 414-524-7701 Fax 414-524-5088  
iain.a.campbell@jci.com



December 11, 2009

U.S. Department of Energy  
1000 Independence Ave., S.W.  
Washington, D.C. 20585-1615

RE: Letter of Support for the Energy Efficiency and Conservation Block Grant Program (EECBG)

Johnson Controls Inc understands that the WE<sup>2</sup> Team—made up of the City of Milwaukee, City of Madison, and the City of Racine, with Wisconsin Energy Conservation Corporation (WECC) serving as the Team administrator—is applying for EECBG as part of the Department of Energy's (DOE) Retrofit Ramp-up and General Innovation Fund Programs. The WE<sup>2</sup> Team Members will initiate innovative Institutional, Commercial and Industrial energy conservation programs, including implementation of the Property Assessed Clean Energy (PACE) financing model for residential retrofits, and will include rigorous tracking and research components.

Johnson Controls Inc is a longstanding and highly valued Energy Services Company located in the City of Milwaukee, City of Madison and serving the City of Racine, Wisconsin. We are pleased to offer a commitment to become an Industry Partner working on this project and agree to the following in-kind services towards the in this project:

Johnson Controls Inc will:

- Aggressively pursue projects and mobilize staff to implement energy conservation
- Provide in-kind use of facilities and consulting services
- Assist in the documentation and establishment of best practices
- Provide resources to replicate this in other communities
- Provide marketing materials and public relations opportunities
- Expose the program to the 2500 employees in the Milwaukee area.

As an Industry Partner, we would work with WECC and the WE<sup>2</sup> Team Members to enable commercial businesses to implement these innovative energy efficiency approaches, and support DOE's required efforts to track results and identify best practices.

We look forward to participating in this project and helping reach our mutual goals of energy and cost savings.

Best regards,

A handwritten signature in black ink that reads "Iain Campbell".

Iain A. Campbell  
President, Global Energy and WorkPlace Solutions  
Building Efficiency

pacs



**NOT FOR DISTRIBUTION**

## **MEMORANDUM**

To: Peter White  
From: John Christmas  
Date: November 17, 2009

Re: **Status of Tax Lien Financing (TLF)**

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### **General Observations**

In our estimation, TLF remains the only viable means of overcoming the lack of security associated with providing financing to owners of commercial real estate. The continuing strategy being deployed by CCI/HA leverages the growing and compelling momentum developing behind the residential PACE movement. Specifically, we've engaged the 3 large cities that are actively seeking to enable PACE financing (San Francisco, LA and NYC) and 1) convinced city administration that large commercial buildings require an alternative to bond financing, namely "owner-arranged" financing with an option for performance contracting provisions, and 2) that both funding approaches should be enabled, thus facilitating choice and allowing owners to gravitate toward whichever option is more attractive.

As our memorandum describes, the owner-arranged model would effectively create the potential for a performance contracting market within the commercial real estate space. To date, we have laid the following developmental groundwork:

- Fully developed a variant of the "Berkeley Model" that includes performance contracting provisions.
- Developed and circulated memoranda to the key membership of BOMA and the Real Estate Roundtable, as well as NAREIT, USGBC, MBA, NRDC, EDF, DOE, EPA Energy Star, USCOM, NGA, etc<sup>1</sup>.
- Developed an understanding with Renewable Funding and the leading proponents of the PACE residential model. As a result, the "PACE NOW" forces agree that the large commercial sector warrants a separate option for owners, namely the owner-arranged approach. They are engaging other cities and are advocates for our approach.

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<sup>1</sup> Some of the less obvious -- Mortgage Bankers Association, National Resources Defense Council, Environmental Defense Fund, US Conference of Mayors, National Governors Association.



## ***NOT FOR DISTRIBUTION***

Over the next month or so, CCI/HA will be canvassing the market and performing the following additional market development activity:

- Circulating a memo specifically drafted from the mortgagee's perspective and establishing the case for securing a consent to the lien waiver. This memo will be complete this week and will be circulated among some of the largest direct investors/holders of commercial mortgages, e.g. MetLife, Hancock, Prudential, TIAA, RREEF, PNC, Wells, etc. The goal is to educate and, through a balanced presentation, dispel myths and misconceptions of what TLF represents. In the process, we'll hopefully gain some level of acceptance to the notion, subject to project-specific documentation and hard audit numbers from a qualified ESCO.
- This memo will also be circulated amongst some of the nation's large owners of commercial buildings. We hope it becomes a useful guide for how to convince their existing lienholders to provide consent.
- The memo will also be circulated amongst the largest property managers, represented as a somewhat oligopolistic arrangement between CBRE, Cushman Wakefield, TransWestern, and a handful of others. These entities are often the gatekeepers for building decision-making amongst passive mortgagees, thus their support will be key. We have already heard that CBRE is a strong proponent of the owner-arranged TLF approach.
- Circulating a separate memo and summary of terms specifically describing the investment opportunity created by TLF. This memo will also be completed this week and will be circulated to 10-15 large banks and insurance companies, most of whom are familiar with federal ESPCs. The goal is to both qualify interest and establish appetite in the investment community for TLF assets.
- Develop a TLF performance contract template, using BOMA's model contract as a starting point. Under the umbrella of the CCI/BOMA partnership, we're hoping that BOMA will adopt it and place it on their website – with appropriate attribution.

All of this outreach and development will occur over the next 90 days.

### **San Francisco**

CCI is very well connected to SF's PACE initiative. SF is expected to adopt/pass PACE legislation in late spring 2010. We have been told very directly that their intention is to enable financing through both pooled bonds and owner-arranged mechanisms. The city believes that the latter is a better fit for very large commercial buildings.



## ***NOT FOR DISTRIBUTION***

HA will be subscribing to Co-Star<sup>2</sup> San Francisco shortly and will be able to target the largest buildings and their owners. This information will be available to JCI. The city will be interested in having some high profile projects ready to close immediately upon enabling of PACE. Given the lead times involved in developing a client, performing the audit, etc., the time to start approaching large owners in SF is now.

As an aside, Renewable Funding was awarded the right to manage SF's PACE bond financing program and cannot actively market PACE financing until it's actually enabled legislatively, and will therefore likely not have a closing ready until very late 2010 or more likely early 2011.

### **Los Angeles**

The discussions with LA have mirrored those of SF, with LA happy to follow in SF's wake. LA is expected to adopt/pass PACE legislation within months of SF, or summer 2010. As with SF, we have been told that their intention is to enable financing through both pooled bonds and owner-arranged mechanisms. Like SF, they're interested in having some projects ready to close immediately.

The rest of the points from the SF summary hold true for LA as well – mainly that the time to engage the largest owners, and get them under mandate is now. Once we get Co-Star online, we can develop an estimate of the market size and provide a list of most attractive buildings and owners.

### **New York City**

We have been working on Bloomberg's PlaNYC team for over a year. They believe that 1) PACE could be a great public policy tool as an instrument to the Audits & Retrofits bill and 2) owners should have a choice between pooled bond and owner-arranged financing. As of last night, statewide PACE enabling legislation has passed in Albany, but still requires some legislative action on the part of NYC City Council. Kathy Basqco, CCI's NYC Director, has contacted PlaNYC and is attempting to ascertain exactly what else is required.

With Bloomberg's recent re-election, the Audit & Retrofits bill is still alive and pending before the city council. Grapevine discussion within PlaNYC suggests that NYC could adopt PACE financing in early 2010, if all goes well. While speculative, perhaps statewide adoption has created pressure and momentum – and political cover -- on this issue in NYC.

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<sup>2</sup> Co-Star provides the best available market data to determine building size, age, ownership, occupancy, etc., on virtually every large building within a subscribed region. HA will have subscriptions for San Francisco, Los Angeles, and New York City.



## ***NOT FOR DISTRIBUTION***

All of this suggests that, as is the case with SF and LA, the time start marketing the large owners in NYC is now.

### **Summary**

In addition to qualifying investors and educating lienholders/mortgagees, HA will be direct marketing to large commercial owners as well, sometimes in conjunction with CCI. Wherever possible, we will steer owner inquiries to the JCI team. As we gain traction, I can imagine that there will be ample opportunity for joint marketing.

HA's revenue projection for 2010 reflects some very modest business activity in TLF – just a pulse really. It will be a successful year in TLF if we can close a handful of projects and prove the model. We firmly believe that once these initial cities show hard results, TLF will grow virally amongst other large cities.

On the federal front, ARRA grant funding is trickling through and may be used to supplement project economics and attract owners. That said, it's worth a reminder that TLF in commercial buildings, in most cases, should cash flow without any subsidy. We anticipate starting with 10-year terms and moving to 15 and then 20-years once we establish some track record and the credit markets come back. And two PACE-related bills have been introduced in the House. HR 3525 would qualify PACE bonds for tax-exempt status, perhaps placing PACE financing on par with MUSH financing in terms of cost of capital<sup>3</sup>. In addition, HR 3836 would authorize federal guarantees behind PACE bond obligations, effectively driving down spreads. I had heard that this provision was removed from Waxman-Markey and placed in this stand-alone bill, though I have not checked. Since we provide taxable performance contract financing, passage of either of these bills would likely cause HA remove itself from further participation in the TLF market. It would be interesting to get Mark Wagner's opinion on these bills.

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<sup>3</sup> Generally speaking, the US Treasury is typically discouraging of expanding eligibility for tax-exempt status.





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Milwaukee, WI 53202  
Phone: (414) 224-9422  
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[www.wgba.org](http://www.wgba.org)

December 10, 2009

**EXECUTIVE DIRECTOR**  
Susan Loomans

**WGBA BOARD**

**Cindy Finstad**, Mortenson  
**d'Andre Willis**, HGA  
**Tate Walker**, Energy Center of Wisconsin  
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U.S. Department of Energy  
1000 Independence Ave., S.W.  
Washington, D.C. 20585-1615

RE: Letter of Support for the Energy Efficiency and Conservation Block Grant Program (EECBG)

Greetings,

I am pleased to provide this letter of support for the WE<sup>2</sup> Team's application—made up of the City of Milwaukee, City of Madison, and the City of Racine, with Wisconsin Energy Conservation Corporation (WECC) serving as the Team administrator—as part of the Department of Energy's (DOE) Retrofit Ramp-up and General Innovation Fund Programs. During the past year, The Wisconsin Green Building Alliance has collaborated with City of Milwaukee, City of Madison, City of Racine through the LEED for Existing Buildings Silver Certification of Milwaukee's City Hall, and the Sustainability & Energy Efficiency Leadership Awards Program statewide.

The Wisconsin Green Building Alliance would be pleased to participate as an Industry Partner for this particular effort. We understand that various building types will be involved in this effort—both residential and non-residential. We also understand that in a later stage of the project, other areas of Wisconsin could be targeted for a broad roll-out to deliver scalability of the project and we are supportive in serving as a pilot community.

As an Industry Partner, we would work with WECC and the WE<sup>2</sup> Team Members to enable homeowners and commercial businesses to implement the proposed innovative energy efficiency approaches, and support DOE's required efforts to track results and identify best practices.

We look forward to participating in this project and helping reach our mutual goals of energy and cost savings.

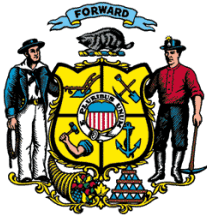
Best regards,

A handwritten signature in black ink, appearing to read "Susan M. Loomans".

Susan M. Loomans  
Executive Director



printed on 100% recycled paper



State of Wisconsin  
Jim Doyle, Governor

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Office of Energy Independence  
Judy Ziewacz, Director

December 11, 2009

U.S. Department of Energy  
1000 Independence Ave., S.W.  
Washington, D.C. 20585-1615

RE: Letter of Support for DE-FOA-0000148 Grant Application

To Whom It May Concern:

I am pleased to provide this letter of support for the WE<sup>2</sup> Team's application—made up of the City of Milwaukee, City of Madison, and the City of Racine, with Wisconsin Energy Conservation Corporation (WECC) serving as the Team administrator—as part of the Department of Energy's (DOE) Retrofit Ramp-up and General Innovation Fund Programs. For several years now WECC, the administrator of the State of Wisconsin's energy efficiency program, Focus on Energy, has become a nationally recognized organization. The Wisconsin Office of Energy Independence has collaborated with multiple Wisconsin cities in the past to support efforts to curb greenhouse gas emissions. We are very excited about the creation of a pilot program that could become a model for state-wide implementation. Supporting WECC, City of Milwaukee, City of Madison, and the City of Racine is important to the development of a clean energy future for the State of Wisconsin.

The Wisconsin Office of Energy Independence is pleased to support this joint application for this particular effort. We understand that various building types will be involved in this effort—both residential and non-residential. We also understand that in a later stage of the project, other areas of Wisconsin could be targeted for a broad roll-out to deliver scalability of the project.

It is important to note that there are two applicants from Wisconsin. This applicant as Topic #1 and the other applicant for Topic #2 are collaborating. The WE<sup>2</sup> group – Milwaukee, Madison, and Racine being administered by WECC and WPPI Energy group will continue to work in collaboration toward a state-wide goal of deep retrofits of Wisconsin's communities. This collaborative effort will enable homeowners and businesses to implement more innovative energy efficiency approaches, and support DOE's required efforts to track results and identify best practices.

We look forward to participating in this project and helping reach our mutual goals of energy and cost savings.

Best regards,

Judy Ziewacz  
Director  
Office of Energy Independence

**Promoting Our Wisconsin Energy Resources: Achieving 25 x 25**

201 West Washington Avenue  
Third Floor

Madison, WI 53702 • 608-261-6609

[www.energyindependence.wi.gov](http://www.energyindependence.wi.gov)





BIG STEP/WRTP • 3841 West Wisconsin Ave • Milwaukee, WI 53208  
Office: (414) 342-9787 • Fax: (414) 342-3546 • Website: [www.wrtp.org](http://www.wrtp.org)

December 11, 2009

U.S. Department of Energy  
1000 Independence Ave., S.W.  
Washington, D.C. 20585-1615

RE: Letter of Support for the Energy Efficiency and Conservation Block Grant Program (EECBG)

The collaboration of **WRTP/BIG-STEP** understands that the WE<sup>2</sup> Team—made up of the City of Milwaukee, City of Madison, and the City of Racine, with Wisconsin Energy Conservation Corporation (WECC) serving as the Team administrator—is applying for EECBG as part of the Department of Energy's (DOE) Retrofit Ramp-up and General Innovation Fund Programs. The WE<sup>2</sup> Team Members will initiate innovative pilot programs, including implementation of the Property Assessed Clean Energy (PACE) financing model, and will include rigorous tracking and research components.

WRTP/BIG-STEP, a longstanding and highly valued workforce development intermediary in the City of Milwaukee, and through many parts of the State of Wisconsin, is pleased to offer a commitment to become an Industry Partner working on this project and agree to the following in-kind services towards the City of Milwaukee efforts in this project:

- Provide the necessary data to fulfill the DOE's requirement;
- Assist with target marketing efforts;
- Serve as central clearinghouse on workforce development activities
- Organize community groups;

As an Industry Partner, we would work with WECC and the WE<sup>2</sup> Team Members to enable implementation and meaningful workforce development activity around these innovative energy efficiency approaches, and support DOE's required efforts to track results and identify best practices.

We look forward to participating in this project and helping reach our mutual goals of energy and cost savings.

Best regards,

**Earl Buford**  
**Executive Director**  
**WRTP/BIG-STEP**



**December 10, 2009**

U.S. Department of Energy  
1000 Independence Ave., S.W.  
Washington, D.C. 20585-1615

RE: Letter of Support for the Energy Efficiency and Conservation Block Grant Program (EECBG)

The Midwest Renewable Energy Association (MREA) is pleased to support the application from the WE<sup>2</sup> Team—made up of the City of Milwaukee, City of Madison, and the City of Racine, with Wisconsin Energy Conservation Corporation (WECC) serving as the Team administrator. The WE<sup>2</sup> Team is applying for EECBG as part of the Department of Energy's (DOE) Retrofit Ramp-up and General Innovation Fund Programs. The WE<sup>2</sup> Team will initiate innovative pilot programs, including implementation of the Property Assessed Clean Energy (PACE) financing model.

The Midwest Renewable Energy Association, a non-profit 501c3 organization, that for over twenty years has worked to promote renewable energy, energy efficiency, and sustainable living through education and demonstration.

The MREA has offices in Milwaukee and central Wisconsin, workshops hosted throughout the Midwest, and hosts the nation's largest renewable energy education event (The Energy Fair). We are pleased to offer our support to work on this project, and agree to the following in-kind services towards the City of Milwaukee and City of Racine:

- Support energy efficiency education of the general public through community education sessions.
- Add information about the energy efficiency initiatives from the WE<sup>2</sup> Team in MREA renewable energy seminars for the general public hosted in the Team territories.
- Add information about the energy efficiency initiatives from the WE<sup>2</sup> Team in MREA renewable energy professional trainings hosted in the Team territories.

As a partner, we would work with WECC and the WE<sup>2</sup> Team Members to enable homeowners to implement these innovative energy efficiency approaches, and support DOE's required efforts to track results and identify best practices. We look forward to participating in this project.

Best regards,

*Amy Heart*

Amy Heart, Milwaukee Director  
Midwest Renewable Energy Association

1845 N Farwell Avenue, Suite 100 • Milwaukee, WI 53202 • 414-431-0758  
7558 Deer Road • Custer, WI 54423 • 715-592-6595

[www.the-mrea.org](http://www.the-mrea.org)



December 11, 2009

The Honorable Secretary Steven Chu  
U.S. Department of Energy  
1000 Independence Avenue, S.W.  
Washington, DC 20585

Dear Secretary Chu:

The Emerald Cities Collaborative (ECC) strongly supports the Wisconsin Energy Conservation Corporation (WECC) EECBG Retrofit Ramp-Up application.

ECC is a working partnership of diverse organizations – including businesses, unions, community organizations, social justice advocates, development intermediaries, and research institutions — united around the goal of rapidly “greening” our metropolitan areas in high-road ways that also further equity and democracy within them. We propose a series of scaled and revenue-generating economic development projects to demonstrate the promise and achievability of this end. We will support participating cities with technical assistance on these projects’ local design and management, marketing and communications, and policy guidance and advocacy, while communicating lessons and tools generated by their work to the broader public.

Our first project is the energy retrofit of the nation’s urban building stock. We propose to do this with cities that (with natural variation in implementation strategy) agree on a common ECC program of executing a timely, comprehensive, and financially sustainable retrofit of their building stock that includes labor standards, equitable community capture of all benefits, and local capacity-building to manage this and like future projects. Milwaukee is one of the first cities to have embraced these project terms and the broader aims of the ECC, and we expect it to be in the first round of formally recognized “Emerald Cities.”

We believe that the WECC EECBG proposal, of which Milwaukee is a central partner, will mark a very important step toward achieving both our goals and yours at DOE. We look forward to working with WECC, Milwaukee, and you in its implementation and in communicating lessons from this important work for learning and replication elsewhere.

Sincerely,

A handwritten signature in black ink, appearing to read "Joel Rogers".

Joel Rogers  
Board of Directors



**Barbara J. Swan**  
Executive Vice President and  
General Counsel  
Alliant Energy Corporation  
4902 North Biltmore Lane  
Post Office Box 77007  
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Office: 608.458.3431  
Fax: 608.458.0143  
barbaraswan@alliantenergy.com

December 10, 2009

U.S. Department of Energy  
1000 Independence Ave., S.W.  
Washington, D.C. 20585-1615

RE: Letter of Support for the Energy Efficiency and Conservation Block Grant Program (EECBG)

Alliant Energy understands that the WE<sup>2</sup> Team—made up of the City of Milwaukee, City of Madison, and the City of Racine, with Wisconsin Energy Conservation Corporation (WECC) serving as the Team administrator—is applying for EECBG as part of the Department of Energy's (DOE) Retrofit Ramp-up and General Innovation Fund Programs. The WE<sup>2</sup> Team Members will initiate innovative pilot programs, including implementation of the Property Assessed Clean Energy (PACE) financing model, and will include rigorous tracking and research components.

Alliant Energy, through its utility Wisconsin Power and Light, provides electric service to portions of the City of Madison and is pleased to offer a commitment to become an Industry Partner working on this project and agree to the following in-kind services towards the City of Madison and State of Wisconsin's efforts in this project:

- Provide the necessary utility data to fulfill the DOE's energy consumption analysis requirement;
- Provide data analysis of the utility data;
- Assist with target marketing efforts;
- Host community energy education sessions;
- Provide expertise in design of effective energy efficiency programs

As an Industry Partner, we would work with WECC and the WE<sup>2</sup> Team Members to enable commercial and industrial businesses to implement these innovative energy efficiency approaches, and support DOE's required efforts to track results and identify best practices.

We look forward to participating in this project and helping reach our mutual goals of energy and cost savings.

Regards,

A handwritten signature in black ink, appearing to read "Barbara J. Swan", written over a horizontal line.

Barbara J. Swan

December 11, 2009

U.S. Department of Energy  
1000 Independence Ave., S.W.  
Washington, D.C. 20585-1615

RE: Letter of Support for the Energy Efficiency and Conservation Block Grant Program (EECBG)

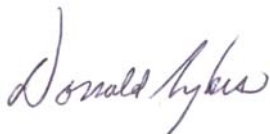
The Milwaukee Area Workforce Investment Board (MAWIB) understands that the WE<sup>2</sup> Team—made up of the City of Milwaukee, City of Madison, and the City of Racine, with Wisconsin Energy Conservation Corporation (WECC) serving as the Team administrator—is applying for EECBG as part of the Department of Energy's (DOE) Retrofit Ramp-up and General Innovation Fund Programs. The WE<sup>2</sup> Team Members will initiate innovative pilot programs, including implementation of the Property Assessed Clean Energy (PACE) financing model, and will include rigorous tracking and research components.

As the local workforce board for the Milwaukee area, the MAWIB is pleased to support the WE<sup>2</sup> Project with workforce strategies that connect with all partners to ensure that employment and training goals are met.

The MAWIB is pleased to would work with WECC and the other WE<sup>2</sup> Team Members to enable employers to implement these innovative energy efficiency approaches, and support DOE's required efforts to track results and identify best practices.

We look forward to participating in this project and helping reach our mutual goals of energy and cost savings.

Best regards,

A handwritten signature in cursive script, appearing to read "Donald Sykes".

Donald Sykes  
CEO/President





Bettsey L. Barhorst, Ph.D.  
President

December 11, 2009

U.S. Department of Energy  
1000 Independence Ave., S.W.  
Washington, D.C. 20585-1615

RE: Letter of Support for the Energy Efficiency and Conservation Block Grant Program

To Whom It May Concern:

Madison Area Technical College (Madison College) supports the WE<sup>2</sup> Team—made up of the City of Madison, the City of Milwaukee, and the City of Racine, with Wisconsin Energy Conservation Corporation serving as the Team administrator—application for EECBG as part of the Department of Energy's Retrofit Ramp-up and General Innovation Fund Programs. The WE<sup>2</sup> Team Members will initiate innovative pilot programs, including implementation of the Property Assessed Clean Energy financing model, and will include rigorous tracking and research components.

Madison College has a strong commitment to environmental issues. With strong leadership from Governor Jim Doyle, Wisconsin technical colleges offer several academic programs that address specific environmental education issues, particularly in the renewable energy field. Madison College is also committed to exploring the viability of green energy use on its campuses. It has worked with Focus on Energy, WE Energies, City of Madison, and the Midwest Renewable Energy Association in the formation of the Consortium for Education in Renewable Energy Technology, U.S. Department of Energy, National Science Foundation, and other entities in securing energy grants and funding for campus energy efficiency improvements and training initiatives.

We look forward to participating in this project and helping reach our mutual goals of energy and cost savings.

Sincerely,

A handwritten signature in blue ink that reads 'Bettsey L. Barhorst'.

Bettsey L. Barhorst, Ph.D.  
President



# WISCONSIN LABORERS' DISTRICT COUNCIL

AFFILIATED WITH A.F.L.-C.I.O. LABORERS' INTERNATIONAL UNION OF NORTH AMERICA  
4633 LIUNA Way, S-101, De Forest, WI 53532, Phone: (608) 846-8242, Fax: (608) 846-5460

THOMAS E. FISHER  
President/Business Manager

JOHN SCHMITT  
Secretary-Treas/Rec. Secretary



December 10, 2009

U.S. Department of Energy  
1000 Independence Ave., S.W.  
Washington, D.C. 20585-1615

RE: Letter of Support for the Energy Efficiency and Conservation Block Grant Program

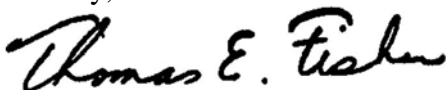
On behalf of the Wisconsin Laborers' District Council, I am writing to support the WE<sup>2</sup> Team's application—made up of the City of Milwaukee, City of Madison, and the City of Racine, with Wisconsin Energy Conservation Corporation (WECC) serving as the Team administrator—as part of the Department of Energy's (DOE) Retrofit Ramp-up and General Innovation Fund Programs. Over the years, Wisconsin Laborers have worked closely with the City of Milwaukee, City of Madison, and City of Racine on a wide variety of building and construction projects and programs.

Wisconsin Laborers District Council would be pleased to participate as an Industry Partner for this particular effort. We understand that various building types will be involved in this effort—both residential and non-residential. We also understand that in a later stage of the project, other areas of Wisconsin could be targeted for a broad roll-out to deliver scalability of the project and as a statewide organization we are well positioned to support that process as well.

As an Industry Partner, we would work with WECC and the WE<sup>2</sup> Team Members to enable homeowner and/or commercial businesses to implement the proposed innovative energy efficiency approaches, and support DOE's required efforts to track results and identify best practices. We are especially pleased that this comprehensive approach includes establishing responsible contractor standards that will enable safe, productive and quality projects, as well as training and career pathway guidelines that will provide workers access to further apprenticeship and job placement opportunities.

We look forward to participating in this project and helping reach our mutual goals of energy and cost savings and job creation. The Wisconsin District Council is ready to engage in training to expand the pool of qualified weatherization workers and connect those individuals to all the benefits of the Laborers-AGC Education and Training Fund programming. The infusion of new funding to make energy efficiency improvements at homes and businesses in Wisconsin, coupled with our considerable workforce development infrastructure will create much needed economic opportunity in our state.

Sincerely,



Thomas E. Fisher  
President and Business Manager

Mitchell Hall  
P.O. Box 340  
Milwaukee, WI  
53201-0340  
[www.gradschool.uwm.edu](http://www.gradschool.uwm.edu)

December 3, 2009

U.S. Department of Energy  
1000 Independence Ave., S.W.  
Washington, D.C. 20585-1615

RE: Letter of Support for the Energy Efficiency and Conservation Block Grant Program (EECBG)

I am pleased to provide this letter of support for the WE<sup>2</sup> Team's application—made up of the City of Milwaukee, City of Madison, and the City of Racine, with Wisconsin Energy Conservation Corporation (WECC) serving as the Team administrator—as part of the Department of Energy's (DOE) Retrofit Ramp-up and General Innovation Fund Programs.

UW-Milwaukee would be pleased to participate and brings a wealth of expertise to make the program more successful.

- UWM's School of Architecture and Urban Planning, Wisconsin's only accredited architecture school, includes the Center for Architecture and Urban Planning Research. CAUR combines design and urban planning with social science research. Together, we will offer the WE<sup>2</sup> Team the research expertise to better understand the barriers that limit homeowners from acting on the recommendations arising from WECC energy audits. Through these efforts, we can help WE<sup>2</sup> test and implement changes to its program to increase the number of homeowners who follow through on audit recommendations and make their homes more efficient.
- UWM's College of Engineering and Applied Science and School of Architecture and Urban Planning are partnering with BCI, a national design and construction firm with particular expertise in credit unions, to pilot a program to reduce the energy consumption in collections of small- to medium-sized existing buildings. Using Credit Unions and their existing buildings for this pilot project, we will develop a model program that will significantly increase participation in retro-commissioning projects and that will produce reductions in energy consumption ranging from 20 to 45%. We will explore opportunities for a more comprehensive approach to commissioning and developing various innovative options for project financing. See the attached page for a short description of the process, jobs created and energy saved as well as a case study.

As the University Partner, we would work with WECC and the WE<sup>2</sup> Team Members to plan and implement the proposed innovative energy efficiency approaches, and support DOE's required efforts to track results and identify best practices.

We look forward to participating in this project and helping reach our mutual goals of energy and cost savings.

Best regards,

  
Colin Scanes  
Vice Chancellor for Research and Economic Development,  
& Dean of the Graduate School



**Walter J. Kunicki**  
*Senior Vice President – State Public Affairs*

231 W. Michigan Street – P446  
Milwaukee, WI 53203  
[www.we-energies.com](http://www.we-energies.com)

tel 414.221.3414  
[walter.kunicki@we-energies.com](mailto:walter.kunicki@we-energies.com)

December 9, 2009

U.S. Department of Energy  
1000 Independence Ave., S.W.  
Washington, D.C. 20585-1615

RE: Letter of Support for the Energy Efficiency and Conservation Block Grant Program (EECBG)

I am pleased to provide this letter of support for the WE<sup>2</sup> Team's application—made up of the City of Milwaukee, City of Madison, and the City of Racine, with Wisconsin Energy Conservation Corporation (WECC) serving as the Team administrator—as part of the Department of Energy's (DOE) Retrofit Ramp-up and General Innovation Fund Programs. During the past year, We Energies has collaborated with City of Milwaukee through Focus on Energy, Energy Center of Wisconsin, Milwaukee Weatherization, Rehabilitation and Asset Preservation Partnership.

We Energies would be pleased to participate as an Industry Partner for this particular effort. We understand that various building types will be involved in this effort—both residential and non-residential. We also understand that in a later stage of the project, other areas of Wisconsin could be targeted for a broad roll-out to deliver scalability of the project and we are supportive in serving as a pilot community.

As an Industry Partner, we would work with WECC and the WE<sup>2</sup> Team Members to enable [homeowner and/or commercial businesses] to implement the proposed innovative energy efficiency approaches, and support DOE's required efforts to track results and identify best practices.

We look forward to participating in this project and helping reach our mutual goals of energy and cost savings.

Regards,

A handwritten signature in black ink that reads "Walter J. Kunicki".

Senior Vice President  
State Public Affairs



December 10, 2009

U.S. Department of Energy  
1000 Independence Ave., S.W.  
Washington, D.C. 20585-1615

RE: Letter of Support for the Energy Efficiency and Conservation Block Grant Program (EECBG)

The University of Wisconsin-Madison understands that the WE<sup>2</sup> Team—made up of the City of Milwaukee, City of Madison, and the City of Racine, with Wisconsin Energy Conservation Corporation (WECC) serving as the Team administrator—is applying for EECBG as part of the Department of Energy's (DOE) Retrofit Ramp-up and General Innovation Fund Programs. The WE<sup>2</sup> Team Members will initiate innovative pilot programs, including implementation of the Property Assessed Clean Energy (PACE) financing model, and will include rigorous tracking and research components.

As part of our longstanding and highly valued relationship with the City of Madison, UW-Madison is pleased to offer a commitment to become an Industry Partner working on this project and intends to invest over \$50 million in energy improvement project during the next three years.

In April 2006, follow-up to a \$29 million investment to increase the energy efficiency of the campus facilities, UW-Madison initiated the WE CONSERVE program to strengthen its environmental stewardship programs and to promote education and motivation to the community on this serious matter. Please visit [www.conserve.wisc.edu](http://www.conserve.wisc.edu)

**Goals:**

1. To instill the lifelong spirit of environmental stewardship in the community's consciousness
2. To reduce campus energy consumption and eco-footprint by 20% by year 2010

**Areas of Concentration:**

- Awareness & Education
- Energy Efficient Buildings
- Clean Power Generation
- Water Conservation
- Usage Reduction & Recycling
- Smart Transportation
- Eco-friendly Practices
- Participation & Collaboration

**Guiding Principals:**

1. Efficiency Systems
2. Informed People
3. Reasonable Expectations
4. Responsible Actions

Office of the Director  
Physical Plant - Facilities Planning & Management

201 Service Building

University of Wisconsin-Madison 1217 University Avenue Madison, Wisconsin 53706-1589  
608/262-2951 Fax: 608/265-3510 TTY 608/265-4550



## Accomplishments -- Annual Reductions (April 2006-June 2009)

- Energy Cost = \$7.8 Million (18% BTU reduction)
- Water Usage = 178,000,000 gallons (21% reduction)
- CO2 Emission = 59,000 metric tons
- Diesel Fuel = 10,000 gallons (10% reduction)
- Food waste = 150 tons being composted
- Trash = 673 tons (9% reduction)

Although we are well under way to accomplish our objectives, our ultimate goal is to serve as a role model and provide on-going leadership, awareness and education, best practices, and inspiration to other universities and communities to enhance our nation's collective energy efficiency and its role in protecting the environment. To that end, our University is launching its "be the WE" campaign which will reach the various levels and layers of the society as a comprehensive national campaign. We believe this is consistent with the Energy Efficiency and Conservation Block Grant Program and we look forward to having the opportunity to team up with our partners to make a real difference and help deliver this great vision of the Department of Energy.

Please note that this letter is not a commitment or offer to lend or finance, and does not create any obligation of UW-Madison. All prospective transactions must meet internal approval requirements for funding.

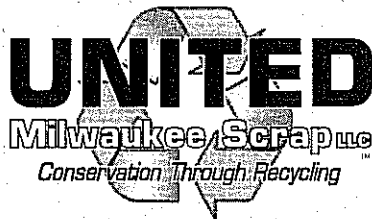
We look forward to participating in this project and helping reach our mutual goals of energy and cost savings.

Sincerely,



Faramarz Vakili  
Associate Director of Physical Plant  
Campus Director of WE CONSERVE

Start Division  
3232 W. Fond Du Lac Ave.  
Milwaukee, WI 53210  
Ph. (414) 444-8059  
Fax (414) 444-8097



Standard Division  
3027 W. Concordia Ave.  
Milwaukee, WI 53216  
Ph. (414) 449-2121  
Fax (414) 449-4408

December 8, 2009

U.S. Department of Energy  
1000 Independence Ave., S.W.  
Washington, D.C. 20585-1615

RE: Letter of Support for the Energy Efficiency and Conservation Block Grant Program (EECBG)

I am pleased to provide this letter of support for the WE<sup>2</sup> Team's application—made up of the City of Milwaukee, City of Madison, and the City of Racine, with Wisconsin Energy Conservation Corporation (WECC) serving as the Team administrator—as part of the Department of Energy's (DOE) Retrofit Ramp-up and General Innovation Fund Programs. During the past year, United Milwaukee Scrap LLC has collaborated with City of Milwaukee through Focus On Energy to look for ways to reduce energy costs.

United Milwaukee Scrap LLC would be pleased to participate as an Industry Partner for this particular effort. We understand that various building types will be involved in this effort—both residential and non-residential. We also understand that in a later stage of the project, other areas of Wisconsin could be targeted for a broad roll-out to deliver scalability of the project and we are supportive in serving as a pilot community.

As an Industry Partner, we would work with WECC and the WE<sup>2</sup> Team Members to enable commercial businesses to implement the proposed innovative energy efficiency approaches, and support DOE's required efforts to track results and identify best practices.

We look forward to participating in this project and helping reach our mutual goals of energy and cost savings. Reducing our energy costs will allow United to remain competitive in an ever challenging competitive global environment, one that all cost savings to the bottom line are critical.

Best regards

A handwritten signature in black ink, appearing to read "David Arnstein", with a long, sweeping horizontal line extending to the right.

David Arnstein  
Vice-President



December 8, 2009

George Edgar  
Director of Policy  
Wisconsin Energy Conservation Corporation  
431 Charmany Drive  
Madison, WI 53719

Dear Mr. Edgar,

We welcome the opportunity to support the City of Milwaukee on your property assessed clean energy (PACE) program that will be part of your Retrofit Ramp-Up Grant Application to the U.S. Department of Energy.

Renewable Funding has been pleased to work with both the City of Milwaukee and State of Wisconsin on enabling the PACE program as well as advising on PACE programmatic structures. We look forward to helping your team implement a PACE program which will complement the retrofit effort in your community and make your program sustainable.

As the only firm in the country with experience both administering and financing PACE programs, Renewable Funding offers unparalleled expertise in helping our partners understand the intricacies of and reduce the risk in carrying out this new financing model for renewable energy and energy efficiency installations. As the summary below demonstrates, we can offer a range of design, administration, and financing services to support your program goals.

### **Summary of Services**

#### Program Design

1. Design: development of program guidelines, creation of clear underwriting standards, alignment with local goals and policies, and integration with existing programs.
2. Technology: website set-up and customization.
3. Marketing: market demand analysis and promotional and outreach campaign coordination.
4. Resources: assistance applying for state and federal funds/grants.

#### Administration Design

1. Education & Marketing: development of materials, workshops, and direct outreach.
2. Application Processing: property/project screens and underwriting.
3. Customer Service: addressing property owner and contract questions.
4. On-Going Technology and Reporting Management: tracking of program goals.
5. Origination and Closing Process Management: project quality assurance, closing documentation, and funding disbursement.

## Financial Services

1. Adaptable Financing Structures, including micro-bond or pooled bond approaches.
2. Cost Recapture, including via application fee, capitalized expenses, property tax in excess of debt service, installer/contractor fees, and funding from external sources.

## **Firm Experience**

Renewable Funding brings exposure and expertise pioneering the PACE model first in California and now throughout the country. The firm has consulted with many state and local governments, including Arizona, Colorado, Florida, Louisiana, Maine, Missouri, New Mexico, New York, Ohio, Oregon, Texas, Vermont, Virginia, Wisconsin, and others. Renewable Funding is also active on the federal level, having been instrumental in the Congressional clarification extending tax credits to renewable energy financing programs sponsored by local governments. The firm has worked with the U.S. Department of Energy, Environmental Protection Agency, White House, and other federal agencies to develop policy for PACE programs and to assist in building a national model.

Our clients include:

- **Berkeley, California.** Renewable Funding administered and financed the Berkeley program starting in late 2008. The first of its kind, the program received attention internationally. The \$1.5 million pilot program financed solar PV and was met with high participant support, being fully subscribed in 9 minutes. Renewable Funding purchased all bonds associated with the program.
- **Boulder County, Colorado.** Renewable Funding assists Boulder County, which includes the county and 10 incorporated cities, in the administration of its ClimateSmart Loan Program. In the first application round, Boulder's program financed solar and energy efficiency projects for nearly 400 property owners for a total amount of approximately \$7.7 million in financing. Renewable Funding provides origination services for the County.
- **San Francisco, California.** Renewable Funding has been selected to administer and finance the San Francisco Sustainable Financing Program. The firm has worked closely with the City in designing a program that provides financing for renewable and energy efficiency projects for residential and commercial property owners. The program is expected to fund over \$40 million in projects upon its launch in early 2010. Financing partners include New Resource Bank, OneCalifornia Bank, and Stone & Youngberg.
- **CaliforniaFIRST Statewide Financing Program.** Renewable Funding is developing the California-wide program sponsored by the California Statewide Communities Development Authority, a joint powers authority. Over 100 local jurisdictions with over 10 million people are participating in the first phase of the program. Renewable Funding will administer and finance the program, which will organize cities and counties throughout California to achieve economies of scale for the bond issuance. The program will fund renewable energy and energy efficiency projects for residential, commercial



and industrial property owners. The program is currently on a timeline to launch in mid-2010 and is expected to finance over \$1 billion in projects. The Royal Bank of Canada is the underwriter and financing partner for the program.

In addition, our firm has been selected to administer and/or finance programs in:

- Albuquerque, NM;
- Los Angeles County, CA; and
- San Diego, CA.

As a result of our diverse experience, we are familiar with different legal and procedural structures as they evolve in different states and communities.

### **Financing**

Renewable Funding's access to a range of capital sources permits the firm to provide flexible financing plans for our program partners. This allows programs to adjust to market conditions in order to capture the most competitive financing rates, ensuring the lasting success of programs we support. Renewable Funding both delivers our own financing as well as provides financing through partners such as Barclays, Citigroup, and Royal Bank of Canada Capital Markets. In addition, we have built a sophisticated software platform, which keeps costs low and allows property owners to move efficiently through the application and funding process.

We would welcome the opportunity to work together, including with your local partners and governments, to lend our knowledge and experience on PACE to meeting local environmental and workforce development goals.

Best regards,



Cisco DeVries  
President



Mimi Frusha  
Chief Operating Officer

**Office of the Mayor  
John T. Dickert**



**City of Racine, Wisconsin**

City Hall  
730 Washington Ave  
Racine WI 53403  
262-636-9111  
262-636-9570 FAX  
John.Dickert@Cityofracine.org

December 10, 2009

U.S. Department of Energy  
1000 Independence Ave., S.W.  
Washington, DC 20585-1615

RE: Letter of Support for the Energy Efficiency and Conservation Block Grant Program (EECBG)

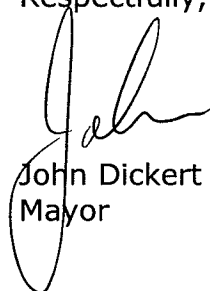
I am pleased to provide this letter of support for the WE<sup>2</sup> Team's application—made up of the City of Milwaukee, City of Madison, and the City of Racine, with Wisconsin Energy Conservation Corporation (WECC) serving as the Team administrator—as part of the Department of Energy's (DOE) Retrofit Ramp-up and General Innovation Fund Programs.

The City of Racine has a long history of promoting and implementing energy efficiency projects. We are a leader in the implementation of L.E.D. traffic signals and street lighting. We are currently converting one-quarter of our street lighting system to L.E.D. technology—reducing our energy usage by 40%. In addition we have installed a 75 kilowatt solar photovoltaic generating system which is providing 20 % of our electrical needs at one of our major city office buildings.

As a partner, we would work with WECC and the WE<sup>2</sup> team members to enable our commercial and industrial businesses to implement these and other energy efficiency approaches.

We look forward to participating in this project and helping reach the goal of creating energy efficient communities which will provide both economic and environmental benefits to our citizens.

Respectfully,



John Dickert  
Mayor



**MILWAUKEE  
PUBLIC SCHOOLS**

**DIVISION OF FACILITIES AND MAINTENANCE SERVICES**

1124 North 11th Street  
Milwaukee, Wisconsin 53233  
Area 414: 283-4600  
Fax 414: 283-4682

December 9, 2009

U.S. Department of Energy  
1000 Independence Ave., S.W.  
Washington, D.C. 20585-1615

To Whom It May Concern:

Milwaukee Public Schools (MPS) understands that the WE<sup>2</sup> Team—made up of the City of Milwaukee, City of Madison, and the City of Racine, with Wisconsin Energy Conservation Corporation (WECC) serving as the Team administrator—is applying for EECBG as part of the Department of Energy's (DOE) Retrofit Ramp-up and General Innovation Fund Programs. The WE<sup>2</sup> Team Members will initiate innovative pilot programs, including implementation of the Property Assessed Clean Energy (PACE) financing model, and will include rigorous tracking and research components.

MPS is the largest school district in the State of Wisconsin and we are committed to increasing the efficiency of our facilities through the reduced consumption of energy, use of alternative energy sources, and increasing sustainable practices in our buildings, operations and the classroom.

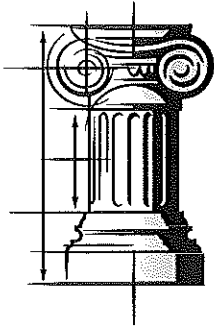
As a Partner, we would work with WECC and the WE<sup>2</sup> Team Members to implement energy efficiency approaches, and support DOE's required efforts to track results and identify best practices.

We look forward to participating in this project and reaching our mutual goals of reducing energy consumption and long term cost savings.

Sincerely,

A handwritten signature in cursive script that reads "Gina M. Spang".

Gina M. Spang, P.E.  
Director of Facilities and Maintenance Services



**GLENN RIEDER**  
Architectural Millwork  
& Custom Interior Contracting

December 8, 2009

U.S. Department of Energy  
1000 Independence Ave., S.W.  
Washington, D.C. 20585-1615

*Glenn Rieder, Inc.*

*Since 1946*

*Corporate Office:*

*3420 West Capitol Drive*

*Milwaukee, WI 53216-2547*

*phone (414)449-2888*

*fax (414)449-2882*

*Las Vegas Office:*

*6615 Schuster Street*

*Las Vegas, NV 89118*

*phone (702)248-4479*

*fax (702)248-4859*

*www.glennrieder.com*

**RE: Letter of Support for the Energy Efficiency and Conservation Block Grant Program (EECBG)**

I am pleased to provide this letter of support for the WE<sup>2</sup> Team's application—made up of the City of Milwaukee, City of Madison, and the City of Racine, with Wisconsin Energy Conservation Corporation (WECC) serving as the Team administrator—as part of the Department of Energy's (DOE) Retrofit Ramp-up and General Innovation Fund Programs. During the past year, Glenn Rieder has collaborated with the City of Milwaukee and Wisconsin Energies through a power substation deconstruction project located at our manufacturing facility in Milwaukee.

Glenn Rieder would be pleased to participate as an Industry Partner for this particular effort. We understand that various building types will be involved in this effort—both residential and non-residential. We also understand that in a later stage of the project, other areas of Wisconsin could be targeted for a broad roll-out to deliver scalability of the project and we are supportive in serving as a pilot community.

As an Industry Partner, we would work with WECC and the WE<sup>2</sup> Team Members to enable [homeowner and/or commercial businesses] to implement the proposed innovative energy efficiency approaches, and support DOE's required efforts to track results and identify best practices.

We look forward to participating in this project and helping reach our mutual goals of energy and cost savings.

Sincerely,

**GLENN RIEDER, INC.**

Michael J. Floyd  
C.E.O.





Department of Administration  
Office of Environmental Sustainability

Tom Barrett  
Mayor

Sharon Robinson  
Director

December 11, 2009

U.S. Department of Energy  
1000 Independence Ave., S.W.  
Washington, D.C. 20585-1615

RE: Letter of Support for the WE<sup>2</sup> Team's EECBG Retrofit Ramp-up Proposal

The City of Milwaukee – Office of Environmental Sustainability's solar energy program *Milwaukee Shines* is in support of the joint application put forth by the WE<sup>2</sup> Team as it will initiate innovative programs that are designed to reduce fossil fuel consumption, reduce energy use in buildings, put people to work and stimulate the economy. The proposal also includes the implementation of the Property Assessed Clean Energy (PACE) financing model which will eliminate or greatly reduce the upfront costs of energy efficiency improvements and solar. As there are future plans to tie solar incentives to energy efficiency improvements, the ability for solar to be financed via PACE (at the City of Milwaukee) is contingent on the success of this application. Thus, the City's solar program is in complete support of the WE<sup>2</sup> Team's proposal.

We strongly believe that the WE<sup>2</sup> Team, because of its experience in implementing loan programs for energy efficiency, administering incentives programs for energy efficiency and renewables as well as meeting workforce development needs is competitive and capable of scaling up its efforts and replicating them throughout the state of Wisconsin. Because Wisconsin is subject to some of the most brutal winter conditions, energy efficiency in homes is critical for comfort, economics and the environment.

Two grants through the U.S. Department of Energy Solar America Cities program (DE-FC36-08GO18094 and DE-EE0002081) and associated partner match are offered in the form of in-kind match, totaling \$2.9 million. Additionally, *Milwaukee Shines* has a history with working with the City of Madison as well as local labor groups and can use its experience and relationships to help facilitate the WE<sup>2</sup> Team's programming.

We look forward to participating in this project and helping to reach our mutual goals of energy and cost savings.

Best regards,



Erick Shambarger

Office of Environmental Sustainability  
City of Milwaukee  
414-286-8556



HOUSING AUTHORITY OF THE  
CITY OF MILWAUKEE

**Tom Barrett**  
Mayor

**Antonio M. Perez**  
Secretary-Executive Director

**Alderman Willie L. Hines, Jr.**  
Chair, Board of Commissioners

December 14, 2009

U.S. Department of Energy  
1000 Independence Ave., S.W.  
Washington, D.C. 20585-1615

RE: Letter of Support for the Energy Efficiency and Conservation Block Grant Program (EECBG)

We are pleased to provide this letter of support for the WE<sup>2</sup> Team's application—made up of the City of Milwaukee, City of Madison, and the City of Racine, with Wisconsin Energy Conservation Corporation (WECC) serving as the Team administrator—as part of the Department of Energy's (DOE) Retrofit Ramp-up and General Innovation Fund Programs. The Housing Authority of the City of Milwaukee is collaborating with the City of Milwaukee on its Solar Cities grant.

The Housing Authority manages over 4,000 units of subsidized housing, 1,000 units of workforce housing and administers over 5,500 Housing Choice Vouchers. The Housing Authority would be pleased to participate as an Industry Partner for this particular effort. We understand that various building types will be involved in this effort—both residential and non-residential. We also understand that in a later stage of the project, other areas of Wisconsin could be targeted for a broad rollout to deliver scalability of the project and we are supportive in serving as a pilot community.

The Housing Authority also administers a homeownership program and is working with the City of Milwaukee to renovate abandoned and foreclosed properties through the City of Milwaukee's Neighborhood Stabilization Program. As an Industry Partner, we would work with WECC and the WE<sup>2</sup> Team Members to enable eligible homeowners to implement the proposed innovative energy efficiency approaches, and support DOE's required efforts to track results and identify best practices.

We look forward to participating in this project and helping reach our mutual goals of energy and cost savings.

Best regards,

Tony Pérez  
Secretary-Executive Director

**Housing Management**  
809 N. Broadway, 3rd Floor  
Milwaukee, WI 53202  
(414) 286-5824 Voice  
(414) 286-0833 Fax

**Community Services**  
650 W. Reservoir Ave.  
Milwaukee, WI 53212  
(414) 286-5100 Voice  
(414) 286-3169 Fax  
(414) 286-3504 TDD

**Housing Operations**  
5125 W. Lisbon Ave.  
Milwaukee, WI 53210  
(414) 286-2192 Voice  
(414) 286-8742 Fax

**Maintenance Operations**  
2411 N. 51st St.  
Milwaukee, WI 53210  
(414) 286-2931 Voice  
(414) 286-0208 Fax

**Modernization & Development**  
5125 W. Lisbon Ave.  
Milwaukee, WI 53210  
(414) 286-2951 Voice  
(414) 286-8742 Fax

**Rent Assistance**  
5011 W. Lisbon Ave.  
Milwaukee, WI 53210  
(414) 286-5650 Voice  
(414) 286-5094 Fax  
(414) 286-5645 TDD



809 N. Broadway, 3rd Floor, Milwaukee, WI 53202  
Mailing Address: P.O. Box 324, Milwaukee, WI 53201-0324





**James B. Thoma**  
**Managing Director**  
GreenCampusCorp LLC  
717 Philadelphia Boulevard  
Sea Girt, NJ 08750  
Office 732-359-6689  
Cell 732-675-3878  
jim.thoma@greencampuscorp.com

November 17, 2009

U.S. Department of Energy  
1000 Independence Ave., S.W.  
Washington, DC 20585-1615

**RE: Letter of Interest for the Energy Efficiency and Conservation Block Grant Program**

As a leading developer and financial solutions provider for energy efficiency and renewable energy projects, GreenCampusCorp LLC ("GCC") will be pleased to partner with Johnson Controls Inc. ("JCI") and other team members to implement energy efficiency supported by the the Department of Energy's Energy Efficiency and Conservation Block Grant Program.

GCC maintains a longstanding and highly valued relationship with JCI to co-develop and finance energy projects serving a wide range of public and private clients. GCC regularly provides financing to support energy efficiency and renewable energy projects for JCI and its customers across the U.S. GCC is very interested in learning more about this opportunity and potentially providing a \$150 million financing solution for JCI's EECBG Program project for the State of Wisconsin.

We understand that this financing will be used primarily to fund Shared Savings Contracts in healthcare and higher education facilities in the communities of Madison, Racine and Milwaukee, Wisconsin. We understand that if the EECBG grant request is approved by DOE that each project would have to be developed and evaluated individually to insure the proper due diligence is completed on each project.

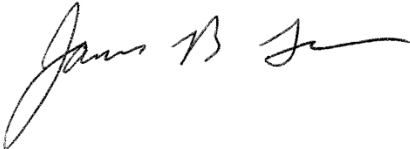
We also understand that if this grant request is approved the financing solutions that we are considering will be used to leverage ARRA funds and create energy retrofit opportunities for the Healthcare and Higher Education markets in the defined geography to accomplish the goals of the Energy Efficiency and Conservation Block Grant Program.

Please note that this letter of interest is not a commitment to provide financing. Upon notification that a grant has been awarded to the JCI Team, GCC will consider individual projects for final credit approval and transaction execution.

We at GCC truly wish you and your entire team the best of luck with this project and hope that you are able to participate in a successful initiative under the EECBG Program. We stand by to assist you in any way possible, so please do not hesitate to contact us with any questions.

Once again, thank you for the opportunity to be considered for this important program.

Sincerely,

A handwritten signature in black ink, appearing to read "James B. Thoma". The signature is fluid and cursive, with a prominent initial "J" and a long, sweeping underline.

James B. Thoma  
Managing Director

cc: Charles K. McGinnis – Johnson Controls, Inc.



**Vicki J. Martin, Ph.D.**  
*Interim President*

700 West State Street  
Milwaukee, Wisconsin 53233-1443  
414-297-6320  
Fax: 414-297-6553  
e-mail: martinv@matc.edu

December 14, 2009

U.S. Department of Energy  
1000 Independence Avenue, S.W.  
Washington, D.C. 20585-1615

To Whom It May Concern:

RE: Support for the Energy Efficiency and Conservation Block Grant Program (EECBG)

Milwaukee Area Technical College (MATC) understands that the WE<sup>2</sup> Team—made up of the cities of Milwaukee, Madison, and Racine with Wisconsin Energy Conservation Corporation (WECC) serving as the Team administrator—is applying for EECBG as part of the Department of Energy's (DOE) Retrofit Ramp-up and General Innovation Fund Programs. The WE<sup>2</sup> Team members will initiate innovative pilot programs, including implementation of the Property Assessed Clean Energy (PACE) financing model, and will include rigorous tracking and research components.

MATC is one of the most highly valued technical colleges in the United States and is pleased to offer a commitment to become an industry partner working on this project. MATC agrees to the following in-kind services towards the city of Milwaukee efforts in this project:

- Provide a pathway to energy auditing, commissioning, and other courses in the energy industry
- Provide a pathway to degrees, diplomas, and certificates in resource management such as power engineering, HVAC, sustainable facilities operations, and environmental health and water quality technology
- Provide assistance with data analysis
- Host community energy education sessions

As an industry partner, we would work with WECC and the WE<sup>2</sup> Team members to enable homeowners and/or commercial businesses to implement innovative energy efficiency approaches and support DOE's required efforts to track results and identify best practices.

We look forward to participating in this project and helping reach our mutual goals of energy and cost savings.

Sincerely,

Vicki J. Martin, Ph.D.  
Interim President

**Downtown Milwaukee Campus**  
700 West State Street  
Milwaukee, WI 53233-1443

**Mequon Campus**  
5555 West Highland Road  
Mequon, WI 53092-1199

**Oak Creek Campus**  
6665 South Howell Avenue  
Oak Creek, WI 53154-1196

**West Allis Campus**  
1200 South 71st Street  
West Allis, WI 53214-3110

MATC.edu  
414-297-MATC



# Public Service Commission of Wisconsin

Eric Callisto, Chairperson  
Mark Meyer, Commissioner  
Lauren Azar, Commissioner

610 North Whitney Way  
P.O. Box 7854  
Madison, WI 53707-7854

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December 11, 2009

U.S. Department of Energy  
1000 Independence Avenue, S.W.  
Washington, D.C. 20585-1615

Re: Letter of Support for DE-FOA-0000148 Grant Application

To Whom It May Concern:

I am pleased to provide this letter of support for the WE<sup>2</sup> application which is being submitted on behalf of the city of Milwaukee, city of Madison, and the city of Racine by the Wisconsin Energy Conservation Corporation (serving as the team administrator for the project) as part of the U.S. Department of Energy's Retrofit Ramp-up and General Innovation Fund Programs.

The award winning Focus on Energy Program is Wisconsin's statewide energy efficiency and renewable energy program, funded by the energy utilities, with oversight by the Public Service Commission of Wisconsin. The Focus on Energy program implements both non-residential and residential retrofit programs throughout the state of Wisconsin for eligible customers.

In 2008, Focus on Energy provided more than \$8 million in incentives as part of program efforts in the partner cities of Milwaukee, Madison, and Racine. Given that Focus on Energy funding levels are stable or slightly increasing, it is reasonable to assume that Focus on Energy will provide similar incentives to eligible residents and businesses in these communities in 2010 and each subsequent year. Accordingly, the WE<sup>2</sup> proposal identifies these incentives as part of the leveraged funds in the Budget and Narrative section of the proposal.

The Public Service Commission is a strong proponent of Focus on Energy's residential and commercial retrofit efforts. We are enthusiastic about partnering with communities to pilot new initiatives that can increase the breadth and depth of retrofit efforts, thereby saving energy and reducing utility bills for Wisconsin residents.

Sincerely,

A handwritten signature in black ink, appearing to read 'Eric Callisto', written over a light blue circular stamp.

Eric Callisto  
Chairperson

EJC:jas:sp:K:\ejc\letters\2009\EECGB WE2 2009 (3)





**JIM DOYLE**  
**GOVERNOR**  
**STATE OF WISCONSIN**

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December 11, 2009

U.S. Department of Energy  
1000 Independence Ave., S.W.  
Washington, D.C. 20585-1615

RE: Letter of Support for the Energy Efficiency and Conservation Block Grant Program (EECBG)

I am writing in strong support of the Wisconsin "WE<sup>2</sup>" team's application to the US. Department of Energy's Energy Efficiency and Conservation Block Grant Retrofit Ramp-up Program. Wisconsin's WE<sup>2</sup> team application would allow them to pilot a program which would transform the existing residential and commercial/industrial retrofit market for the state of Wisconsin. The WE<sup>2</sup> team is composed of the City of Milwaukee, City of Madison, and the City of Racine, with the Wisconsin Energy Conservation Corporation (WECC) serving as the team administrator. WECC currently serves as the administrator of the State of Wisconsin's energy efficiency program, Focus on Energy, which is a nationally recognized program. Through Focus, Wisconsin is already able to help Wisconsin residents and businesses save over \$239 million and 1.7 billion kilowatt hours annually.

To date, the State of Wisconsin has collaborated with multiple Wisconsin cities to support their efforts to curb greenhouse gas emissions. However, we are very excited about the creation of this pilot program that could become a model for state-wide implementation of residential and commercial retrofits. Support for this pilot project is critical to the development of an energy efficient future for the State of Wisconsin.

It is important to note that Wisconsin is submitting two applications for this exciting opportunity. The WE<sup>2</sup> team is applying for Topic #1, and a second group, composed of seven WPPI Energy Member Communities, will be submitting an application for Topic #2. These two groups intend to closely collaborate in their work toward a state-wide goal of deep retrofits of Wisconsin's communities. This collaborative effort will enable homeowners and businesses to implement more innovative energy efficiency approaches, and support the Department of Energy's required efforts to track results and identify best practices.

I encourage you to award funding to this deserving project. Wisconsin looks forward to participating, and to working with the Department of Energy to reach our mutual goals of energy and cost savings.

Sincerely,

A handwritten signature in black ink that reads "Jim Doyle".

Jim Doyle  
Governor

# WISCONSIN APOLLO ALLIANCE

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December 11, 2009

U.S. Department of Energy  
1000 Independence Ave., S.W.  
Washington, D.C. 20585-1615

RE: Letter of Support for the Energy Efficiency and Conservation Block Grant Program (EECBG)

To Whom it May Concern:

I am pleased to provide this letter of support for the WE2 Team's application—made up of the City of Milwaukee, City of Madison, and the City of Racine, with Wisconsin Energy Conservation Corporation (WECC) serving as the Team administrator—as part of the Department of Energy's (DOE) Retrofit Ramp-up and General Innovation Fund Programs. Milwaukee, Madison and Racine are all signatories to the U.S. Mayor's Climate Protection Agreement. Each of these communities has implemented early carbon reduction measures, which include installation of LED traffic signals, retrofitting energy efficient lighting and HVAC systems, and insulating and air sealing buildings.

In addition to the commitment these Wisconsin cities have already shown to reduce GHG emissions, other considerations demonstrate that this applicant would be a good fit for the Retrofit Ramp-up project:

- Heating degree days (HDD) are substantial due to cold winters. Madison has an average of 7499 HDD compared to a national average of 5138 HDD (46% higher than the national average.)
- High percentage of older housing stock. Ninety Two percent of housing stock in Milwaukee was built pre-1980.
- October 2009 unemployment figures (not seasonally adjusted), are high for the manufacturing hubs of Milwaukee (10.6%) and Racine (14.1%), indicating that our skilled workforce is underutilized.

Inclusion of good job standards in the application will insure that the jobs created will be family sustaining and create pathways out of poverty. We support the specification that this project will be done under a Community Workforce Agreement (CWA) requiring “responsible contractors,” quality training and career pathways, and local hiring preference. The “responsible contractor” provisions in the application will insure quality outcomes to meet the targeted energy efficiency improvements.

Our organizations would be pleased to participate as Community Partners for this particular effort. We understand that various building types will be involved in this effort—both residential and non-residential. We also understand that in a later stage of

## STEERING COMMITTEE

Forest Ceel  
IBEW Local #2150

Jennifer Giegerich  
Wisconsin League of  
Conservation Voters

Phil Neuenfeldt  
Wisconsin State AFL-CIO

Keith Reopelle  
Clean Wisconsin

Joel Rogers  
Center on Wisconsin Strategy

Shahla Werner  
Wisconsin Sierra Club



In partnership with

**C O W S**  
center on wisconsin strategy

# WISCONSIN APOLLO ALLIANCE

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the project, other areas of Wisconsin could be targeted for a broad roll-out to deliver scalability of the project and we are supportive in serving as a pilot community.

As a Community Partner, we would work with WECC and the WE2 Team Members to encourage participation by homeowners and/or commercial businesses to implement the proposed innovative energy efficiency approaches. We plan to use information gathered from DOE's required tracking of results and best practices to build community support for the program.

We look forward to participating in this project and helping reach our mutual goals of energy and cost savings.

Best regards,

The Wisconsin Apollo Alliance  
Sierra Club Great Waters Group  
Sierra Club Southeast Gateway Group



*your community energy company*

**Lynn K. Hobbie**  
Senior Vice President  
608-252-4760

December 10, 2009

U.S. Department of Energy  
1000 Independence Avenue, S.W.  
Washington, D.C. 20585-1615

RE: Letter of Support for the Energy Efficiency and Conservation Block Grant Program (EECBG)

I am pleased to provide this letter of support for the WE<sup>2</sup> Team's application – made up of the City of Milwaukee, City of Madison, and the City of Racine, with Wisconsin Energy Conservation Corporation (WECC) serving as the Team Administrator – as part of the Department of Energy's (DOE) Retrofit Ramp-up and General Innovation Fund Programs. During the past several years, Madison Gas and Electric Company has collaborated with City of Madison through our Partnership For a Green Capitol City.

MGE would be pleased to participate as an Industry Partner for this particular effort. We understand that various building types will be involved in this effort – both residential and non-residential. We also understand that in a later stage of the project, other areas of Wisconsin could be targeted for a broad roll-out to deliver scalability of the project and we are supportive in serving as a pilot community.

As an Industry Partner, we would work with WECC and the WE<sup>2</sup> Team Members to help enable homeowners and commercial businesses to implement the proposed innovative energy efficiency approaches, and support DOE's required efforts to track results and identify best practices.

We look forward to participating in this project and helping reach our mutual goals of energy and cost savings.

Best Regards,

Senior Vice President

bj

# United States Senate

WASHINGTON, DC 20510-4904

December 11, 2009

Steven Chu, Secretary  
U.S. Department of Energy  
1000 Independence Ave S.W.  
Washington, DC 20585-0002

Dear Secretary Chu:

I am pleased to write in support of the application submitted by the Wisconsin Energy Conservation Corporation (WECC) and the partner entitlement Cities of Milwaukee, Madison, and Racine, Wisconsin for funding under the DOE Retrofit Ramp-up and General Innovation Fund Program (DE-FOA-0000148).

According to the application, WECC and its partner cities request funding to implement a program of innovative strategies that will significantly increase energy efficiency savings for customers, reduce carbon emissions and create jobs and which are replicable in other communities throughout Wisconsin and the nation. Each city will retain its requested share of the grant award for use within its community and to cover its share of the overall project administrative and reporting costs. The proposal explains the project is designed to capture the benefits of achieving economies of scale as well as to provide a high visibility of success that can promote market transformation.

The major programs to be implemented through the grant include a residential Comprehensive Energy Efficiency Home Retrofit program and an Enhanced Performance Contracting program for multi-family, commercial, industrial and public building sectors. The proposal explains the programs will be based on supportive service delivery approaches and the ability to finance identified energy efficiency improvements through the Property Assessed Clean Energy (PACE) model. According to the application, the program seeks to achieve at least 3,000 comprehensive single home retrofits over the three year planning period in each participating city and to provide an approach that will sustain increased deep impact retrofits after the grant period. An additional 4,200 deep impact retrofits are estimated to occur over the three years following the grant period.

As the proposal explains, the use of these innovative strategies can significantly increase the capture of energy efficiency savings to reduce customer energy bills, reduce carbon emissions and create jobs. I urge you to give WECC's application full and fair consideration.

Sincerely,



Russell D. Feingold  
United States Senator

RDF/jmb





**Tom Barrett**  
Mayor, City of Milwaukee

---

December 11, 2009

U.S. Department of Energy  
1000 Independence Avenue  
Washington, DC 20585

RE: EECBG—Competitive Grants, Applicant Authorization

The City of Milwaukee, Wisconsin (City) authorizes the Wisconsin Energy Conservation Corporation (WECC)—a non-governmental, non-profit organization, located at 431 Charmany Drive, Madison, Wisconsin—to act as the “Applicant” on the behalf of the City in filing the WE<sup>2</sup> Team's Application for the U.S. Department of Energy's Funding Opportunity Number DE FOA-0000148.

This Application is specific to the Retrofit Ramp-Up Program Topic 1 portion of the FOA in which the City is applying for \$35-\$40 million in grant money to develop an enhanced non-residential program that will include comprehensive energy efficiency building retrofits for various building sectors within the City, and \$5-\$10 million in grant money to develop a comprehensive residential energy efficiency building retrofit program within the City that will include use of the Property Assessed Clean Energy (PACE model). The City also authorizes WECC to serve as the Project Director for the City for administration of the programs contained in the grant.

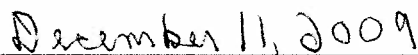
If this application is selected for approval by the US Department of Energy, the City needs Milwaukee Common Council approval to formally accept the grant award and proceed with program implementation. Subsequently, the City and WECC will develop and sign a Memorandum of Understanding (MOU) consistent with the grant proposal to delineate the roles and responsibilities of the two entities, as well as labor standards and a Community Workforce Agreement that will be required of program contractors and sub-contractors.

Acknowledgment:



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Tom Barrett, Mayor of Milwaukee



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December 11, 2009

## Statement of Intent

We join the Emerald Cities Partnership (ECP) in improving [CITY] through increased energy efficiency, high-road job creation, and economic opportunity for disadvantaged communities. Properly undertaken, investment in retrofits will make the city more ecologically sustainable while creating opportunities for broad inclusion, wealth creation, and ongoing citizen mobilization to ensure long-term government commitment to environmental and equity goals. We agree to collaborate with a broad group of stakeholders including businesses, unions, community organizations, social justice advocates, development intermediaries, and political leadership in order to *green our city, build our communities, and strengthen our democracy* through efforts to:

- Substantially increase the energy efficiency of citywide building stock over ten years while prioritizing poor communities.
- Implement deep, not simple, retrofits wherever possible.
- Support high-quality job creation through the requirement for labor standards.
- Expand access to high-quality jobs and contracts to minorities, women, and low-income residents.
- Build lasting democratic capacity to shape the urban economy.
- Endorse and advocate for regulations and legislation furthering these goals

The local ECP's initial citywide process will work towards a serious plan with inclusive standards for energy efficiency retrofits that reflect the new social compact among participating stakeholders. This process will emanate from the premises that:

- All partners support standards for high road jobs.
- Credentialed workforce and green training programs, skilled careers, and construction contracts will be made accessible to disadvantaged communities.
- Nonprofit, public, and private partners will assist in aggregating demand for skilled green jobs.
- Meaningful community engagement will empower residents to have a voice in shaping projects.

The national ECP will support planning efforts and project implementation with substantial technical assistance and other support. As we implement the community workforce agreement and a shared, citywide retrofit plan, we will not only continue to pursue ECP's stated goals but also measure our progress with meaningful parameters.

We agree (a) to contribute to the achievement of the ECP's goal and projects; (b) to engage other local Emerald Cities members honestly about our own interests, needs, and ECP-relevant activities; (c) to seek to understand and respect the legitimate interests of all ECP partners; (d) to hold ourselves and other members accountable for delivery on commitments to ECP work; and (e) to avoid any unilateral action that might undermine the ECP's unity of purpose and action.

Organization Name: Northcott Neighborhood House Inc.  
Name and Title: Mr. Arthur Wadde - Executive Director  
Signature: Mr. Arthur Wadde  
Date: 9/24/09

## Statement of Intent

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Organization Name: Social Development Commission

Name and Title: Deborah Blanks

Signature: Deborah Blanks

Date: 9-24-09

## Statement of Intent

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Organization Name: Milwaukee Christian Center - Youth Build

Name and Title: SanMarie Lambert, Executive Director

Signature: SanMarie Lambert

Date: 9-23-2009

## Statement of Intent

We join the Emerald Cities Partnership (ECP) in improving [CITY] through increased energy efficiency, high-road job creation, and economic opportunity for disadvantaged communities. Properly undertaken, investment in retrofits will make the city more ecologically sustainable while creating opportunities for broad inclusion, wealth creation, and ongoing citizen mobilization to ensure long-term government commitment to environmental and equity goals. We agree to collaborate with a broad group of stakeholders including businesses, unions, community organizations, social justice advocates, development intermediaries, and political leadership in order to *green our city, build our communities, and strengthen our democracy* through efforts to:

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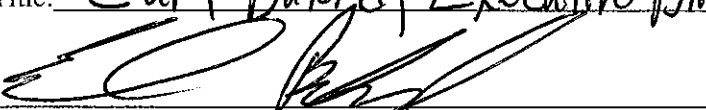
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Organization Name: WRTP / Big-Step

Name and Title: Earl Buterd; Executive Director

Signature: 

Date: 9/24/09



## Statement of Intent

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Organization Name: Milwaukee Community Service Corps

Name and Title: Chris Litza, Exec Director

Signature: Tom Depina, Dep. Dir for Chris Litza, Exec Dir

Date: 9-24-09

**Bank of America**  
**Merrill Lynch** 

**Karen Gierhart**  
Managing Director  
Bank of America Public Capital Corp

One Financial Plaza  
Providence, RI 02903  
Tel. 401.278.7764  
Fax 704.719.8207  
karen.h.gierhart@bankofamerica.com

November 13, 2009

U.S. Department of Energy  
1000 Independence Ave., S.W.  
Washington, DC 20585-1615

Re: Letter of Interest for the Energy Efficiency and Conservation Block Grant Program

As part of our longstanding and highly valued banking and credit relationship with Johnson Controls, Inc. ("JCI"), Bank of America, N.A. and its affiliated companies ("BAC") regularly extend credit to finance a number of energy efficiency and renewable energy projects for JCI across the U.S., and we are very interested in learning more about this opportunity and potentially providing a \$150 million financing solution for JCI's EECEBG Block Grant project for the State of Wisconsin.

We understand that this financing will be used primarily to fund Energy Savings Performance Contracts in public buildings in the communities of Madison and Milwaukee, Wisconsin. We understand that if the EECEBG grant request is approved by DOE that each project would have to be evaluated individually to insure the proper due diligence is completed on each project.

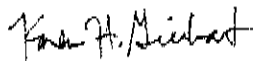
We also understand that if this grant request is approved the financing solutions that we are considering will be used to leverage ARRA funds and create energy retrofit opportunities for the Public K12, Municipal, State, Higher Education market in the defined geography to accomplish the goals of the Energy Efficiency and Conservation Block Grant Program.

BAC is proud of our announcement in 2007 for our 10-year, \$20 billion lending and investment commitment for environmental saving initiatives in the U.S., and we are interested to consider the JCI/State of Wisconsin project as part of our environmental lending commitment. Furthermore, our Energy & Power Finance group offers a wealth of financial, structural and general industry expertise to assist transaction parties with economically efficient and smooth closings. It is customary that we do not pay any fees or inducements to JCI, or our other vendor partners, in order to preserve the arms-length relationship between the lender and vendor in these transactions.

Please note this letter is not a commitment or offer to lend or finance, and does not create any obligation of BAC. All prospective transactions must meet internal approval requirements for funding.

Please do not hesitate to contact me at any time with any questions.

Sincerely yours,



**Karen Gierhart**  
Managing Director

cc: Geoff Culm

**Confidential**



## **BANK OF AMERICA ENVIRONMENTAL INITIATIVES**

- 1992: Board approves and publishes environmental principals describing the Bank's commitment to the environment
- 2002: Bank of America establishes a centralized energy investment pool to invest in energy efficiency technologies.
- 2004: Bank of America adopts a sustainable forest policy within GCIB and sets aggressive, voluntary goals to reduce greenhouse gas emissions across the company by 9% by 2009. As a means of meeting the targets, the Bank implements and installs energy efficient controls and systems in many Bank offices and sets timelines for retrofitting virtually all offices. In November 2004, Bank of America is awarded the "Star of Energy Efficiency Award" from the Alliance to Save Energy.
- 2005: Bank receives California's "Flex Your Power Energy Conservation Award" and North Carolina's "Leadership in Sustainable Energy Award" for the Bank's successful energy conservation initiatives and commitment. Bank also receives the "Corporate Climate Champion Award" at the Global Warming Solutions Conference in NYC.
- 2006: Bank of America announces program to reimburse associates by \$3,000 for the purchase of hybrid vehicles. Bank of America and its customers support forest conservation with "Go Paperless Statement" campaign and \$500,000 pledge to the Nature Conservancy.
- 2007: Bank of America announces a \$20 billion commitment to environmental and energy saving technologies and initiatives.
- 2008: Bank of America is awarded California's 2008 Governor's Environmental and Economic Leadership Award - California's highest and most prestigious environmental honor.

**Confidential**



**State of Wisconsin \ DEPARTMENT OF NATURAL RESOURCES**

Jim Doyle, Governor  
Matthew J. Frank, Secretary

101 S. Webster St.  
Box 7921  
Madison, Wisconsin 53707-7921  
Telephone 608-266-2621  
FAX 608-267-3579  
TTY Access via relay - 711

December 14, 2009

U.S. Department of Energy  
1000 Independence Ave., S.W.  
Washington, D.C. 20585-1615

RE: Letter of Support for the Energy Efficiency and Conservation Block Grant Program (EECBG)

I am pleased to provide this letter of support for the WE<sup>2</sup> Team's application—made up of the City of Milwaukee, City of Madison, and the City of Racine, with Wisconsin Energy Conservation Corporation (WECC) serving as the Team administrator—as part of the Department of Energy's (DOE) Retrofit Ramp-up and General Innovation Fund Programs. The State of Wisconsin has become a nationally recognized leader on climate change mitigation and lessening our dependence on fossil fuels. Increasing energy efficiency and decreasing greenhouse gas emissions helps to keep Wisconsin's air and water clean and our landscape healthy and productive.

The Wisconsin Department of Natural Resources has collaborated with many Wisconsin cities in efforts to curb greenhouse gas emissions. We are very excited about the creation of a pilot program with three of our major cities that could become a model for state-wide implementation. Supporting WECC, City of Milwaukee, City of Madison, and the City of Racine is important to the development of a clean energy future for the State of Wisconsin.

The Wisconsin Department of Natural Resources is pleased to support the joint application for this effort. The effort is unique in several ways. In particular, it involves various building types—both residential and non-residential. In addition, the project enables other areas of Wisconsin to be targeted for a broad roll-out to deliver scalability of the project.

We will continue to work with WECC and the WE<sup>2</sup> Team Members to enable homeowners and businesses implement the proposed innovative energy efficiency approaches, and support DOE's required efforts to track results and identify best practices.

We look forward to participating in this project and helping reach our mutual goals of energy and cost savings.

Best regards,

Matthew Frank  
Secretary  
Wisconsin Department of Natural Resources



December 11, 2009

U.S. Department of Energy  
1000 Independence Ave., S.W.  
Washington, D.C. 20585-1615

RE: Letter of Support for the Energy Efficiency and Conservation Block Grant Program (EECBG)

I am pleased to provide this letter of support for the WE<sup>2</sup> Team's application—made up of the City of Milwaukee, City of Madison, and the City of Racine, with Wisconsin Energy Conservation Corporation (WECC) serving as the Team administrator—as part of the Department of Energy's (DOE) Retrofit Ramp-up and General Innovation Fund Programs. During the past year, Madison Metropolitan School District has collaborated with the City of Madison through creating a collaborative and united front to creating energy efficiencies within the Madison area. This collaboration has allowed the organizations to jointly identify projects that will reduce the need for future energy consumption within our community.

Madison Metropolitan School District would be pleased to participate as an Industry Partner for this particular effort. We understand that various building types will be involved in this effort—both residential and non-residential. We also understand that in a later stage of the project, other areas of Wisconsin could be targeted for a broad roll-out to deliver scalability of the project and we are supportive in serving as a pilot community.

As an Industry Partner, we would work with WECC and the WE<sup>2</sup> Team Members to implement the proposed innovative energy efficiency approaches, and support DOE's required efforts to track results and identify best practices.

We look forward to participating in this project and helping reach our mutual goals of energy and cost savings.

Best regards,

Daniel A. Nerad, Ed.D.  
Superintendent of Schools



Jeff Crawford, Attorney General  
Jo Swamp, Senior Attorney  
Amanda K. Frazer-Collins, Attorney

Jo Deen B. Lowe, Deputy Attorney General  
Bruce Elliott Reynolds, Senior Attorney

**FOREST COUNTY POTAWATOMI COMMUNITY  
LEGAL DEPARTMENT**

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December 11, 2009

Mr. Erick Shambarger  
Office of Environmental Sustainability  
City of Milwaukee  
200 E. Wells Street  
Milwaukee, WI 53202-3515

RE: Forest County Potawatomi Community Letter of Support

Dear Mr. Shambarger:

The Forest County Potawatomi Community ("FCPC" or "Tribe") is pleased to participate as a partner in support of Wisconsin Energy Conservation Corporation's ("WECC") application for funding (on behalf of the City of Milwaukee, Wisconsin) submitted in response to the United States Department of Energy Retrofit Ramp-Up grant program, and to offer this letter of support.

The FCPC fully supports the proposals contained within WECC's application, including (1) utilization of the innovative Property Assessed Clean Energy ("PACE") financing for energy-efficiency retrofits on residential properties; and (2) financial incentives for energy-efficiency retrofits on commercial properties.

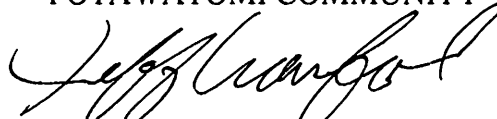
Pending an award of DOE funding under the Retrofit Ramp-Up grant program, the FCPC are very interested to participate in the energy-efficiency retrofit programs proposed by WECC. Specifically, the Tribe believes that its Concordia Property and surrounding neighborhood, which is in the area of the City's 30<sup>th</sup> Street Industrial Corridor, would be a perfect fit for the energy-efficiency retrofit programs contained within WECC's grant application. The Tribe is planning to redevelop the historic buildings on its Concordia Property in a sustainable and energy-efficient manner for use as a governmental center and business accelerator, with a goal of triggering the economic revitalization of the historic Concordia neighborhood and surrounding areas, including other areas within the City's 30<sup>th</sup> Street Industrial Corridor. The Tribe is also very interested in ensuring the redevelopment and revitalization of the historic neighborhood surrounding the Concordia Property. The potential to access DOE Retrofit Ramp-Up funding is very important to the Tribe's implementation of its plans to redevelop all buildings within its historic Concordia Property, as well as spur the revitalization of the surrounding Concordia neighborhood.

The FCPC have already embarked on the redevelopment of the first building on the Concordia Property. The Tribe has developed plans to install significant energy-efficient fixtures and components as part of its renovation of Wundar Hall, a 34,000 square foot building that was constructed in 1925 and is listed on the National Registry of Historic Places. The project will consist of the gut rehabilitation of Wundar Hall (94% efficient new heating/cooling systems, new windows and insulation, efficient lighting and energy efficient building controls) and will result in energy savings of over 50% once Wundar Hall is renovated and fully operational. To that end, the Tribe applied for and received a grant from DOE in the amount of \$1,115,043 to implement this project. The total project cost will be \$2,230,086, which includes the required 50% match by the Tribe. The FCPC is pleased to offer this \$2,230,086 as additional leveraged funding for WECC's grant application.

As indicated above, the FCPC are pleased to both support WECC's application for funding pursuant to DOE's Retrofit Ramp-Up program and to offer its \$2,230,086 in awarded DOE funding as an additional source of leveraged funding for the application. The Tribe believes that implementation of the energy-efficiency retrofit programs contained within WECC's application will serve to revitalize the City of Milwaukee, as well as serve as a model for other similarly-situated neighborhoods across the country.

Very truly yours,

FOREST COUNTY  
POTAWATOMI COMMUNITY



Jeffrey A. Crawford  
Attorney General

# CONSTRUCTION and GENERAL LABORERS UNION LOCAL 464

2025 ATWOOD AVENUE

MADISON, WISCONSIN 53704

Phone (608) 244-6400

1 (800) 362-4442

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AFL-CIO-CLC

Kevin D. Lee  
Supervisor

Peter J. Satern  
Secretary-Treasurer

December 10, 2009

U.S. Department of Energy  
1000 Independence Ave., S.W.  
Washington, D.C. 20585-1615

RE: Letter of Support for the Energy Efficiency and Conservation Block Grant Program

On behalf of Laborers' Local #464, I am writing to support the WE2 Team's application—made up of the City of Milwaukee, City of Madison, and the City of Racine, with Wisconsin Energy Conservation Corporation (WECC) serving as the Team administrator—as part of the Department of Energy's (DOE) Retrofit Ramp-up and General Innovation Fund Programs.

Local #464 has worked closely with the City of Madison on a wide variety of building and construction projects throughout the years. We believe the inclusive workforce development strategies contained in this proposal are truly innovative and offer the training, apprenticeship and job placement opportunities necessary to influence meaningful and lasting careers in our industry.

Local #464 would be pleased to participate as an Industry Partner for this particular effort. We understand that various building types will be involved in this effort—both residential and non-residential. We also understand that in a later stage of the project, other areas of Wisconsin could be targeted for a broad roll-out to deliver scalability of the project and as an organization with regional influence we are well positioned to support that process as well.

As an Industry Partner, we would work with WECC and the WE2 Team Members to enable homeowner and/or commercial businesses to implement the proposed innovative energy efficiency approaches, and support DOE's required efforts to track results and identify best practices. We are especially pleased that this comprehensive approach includes establishing responsible contractor standards that will enable safe, productive and quality projects, as well as training and career pathway guidelines that will provide workers access to further apprenticeship and job placement opportunities.

We look forward to participating in this project and helping reach our mutual goals of energy and cost savings and job creation. Laborers' Local #464 is ready to engage in training to expand the pool of qualified weatherization workers and connect those individuals to all the benefits of the Laborers-AGC Education and Training Fund programming. The infusion of new funding to make energy efficiency improvements at homes and businesses in Wisconsin, coupled with our considerable workforce development infrastructure will create much needed economic opportunity in our state.

Sincerely,

Kevin D. Lee  
Supervisor

# Laborers' International Union of North America

JOHN J. SCHMITT  
Business Manager  
  
STEVE BAKO  
Secretary-Treasurer



Local No. 113  
6310 West Appleton Avenue  
Telephone 414-973-4520  
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Milwaukee, WI 53210  
  
Affiliated with  
AFL-CIO and B.T.C.

December 10, 2009

U.S. Department of Energy  
1000 Independence Ave., S.W.  
Washington, D.C. 20585-1615

RE: Letter of Support for the Energy Efficiency and Conservation Block Grant Program

On behalf of Laborers' Local #113, I am writing to support the WE2 Team's application—made up of the City of Milwaukee, City of Madison, and the City of Racine, with Wisconsin Energy Conservation Corporation (WECC) serving as the Team administrator—as part of the Department of Energy's (DOE) Retrofit Ramp-up and General Innovation Fund Programs.

Local #113 has worked closely with the City of Madison on a wide variety of building and construction projects throughout the years. Many of these projects have included community based programming designed to facilitate the increased participation of women and minority workers in the construction industry. We believe the inclusive workforce development strategies contained in this proposal are truly innovative and offer the training, apprenticeship and job placement opportunities necessary to influence meaningful and lasting careers in our industry.

Local #113 would be pleased to participate as an Industry Partner for this particular effort. We understand that various building types will be involved in this effort—both residential and non-residential. We also understand that in a later stage of the project, other areas of Wisconsin could be targeted for a broad roll-out to deliver scalability of the project and as an organization with regional influence we are well positioned to support that process as well.

As an Industry Partner, we would work with WECC and the WE2 Team Members to enable homeowner and/or commercial businesses to implement the proposed innovative energy efficiency approaches, and support DOE's required efforts to track results and identify best practices. We are especially pleased that this comprehensive approach includes establishing responsible contractor standards that will enable safe, productive and quality projects, as well as training and career pathway guidelines that will provide workers access to further apprenticeship and job placement opportunities.

We look forward to participating in this project and helping reach our mutual goals of energy and cost savings and job creation. Laborers' Local #113 is ready to engage in training to expand the pool of qualified weatherization workers and connect those individuals to all the benefits of the Laborers-AGC Education and Training Fund programming. The infusion of new funding to make energy efficiency improvements at homes and businesses in Wisconsin, coupled with our considerable workforce development infrastructure will create much needed economic opportunity in our state.

Sincerely,

A handwritten signature in black ink, appearing to read "John Schmitt".

John Schmitt  
Business Manager

United States Department of Energy  
December 14, 2009  
Page 2 of 2

Sincerely,

A handwritten signature in black ink that reads "Kevin L. Shafer". The signature is written in a cursive style with a large, stylized initial 'K'.

Kevin L. Shafer, P.E.  
Executive Director  
Milwaukee Metropolitan Sewerage District