



Salvation  
Army  
RFP

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R IDEAS

TURE FORM

Name of Provider:	The Salvation Army
Region of Interest:	land 2 immediately, 3 in 90 days
Signature of Authorized Person:	<i>Captain Ethan Frizzell</i>
Type or Print Name of Authorized Person:	Captain Ethan Frizzell
Title of Authorized Person:	Area Commander
Street Address:	4526 S. Claiborne Avenue
P.O. Box Number:	N/A
City, State, & Zip Code:	New Orleans, LA 70125
Contact Person:	Ethan Frizzell
Telephone Number w/Area Code:	504-899-4569 (308)
Fax Number:	504-891-1444
Bidder's Federal Employers ID Number:	63-0288866
Partners:	Green Coast Enterprises Green Bean Insulation Alliance for Affordable Energy Green Light New Orleans HiKe for KaTREEna
Completion Time:	3 years beginning immediately
Date:	April 24, 2009

## **I. Introduction**

After Hurricane Katrina, the Salvation Army received over \$365 million in donations, and we have used that money to provide nearly 5 million meals, interview over a quarter million people in need, make nearly 200,000 social service referrals, provide temporary shelter to nearly 100,000 people, and give away nearly 4 million articles of clothing. In addition, we have funded or directly provided services for over \$50 million worth of renovation and home stabilization work that has helped people get back into their homes in a five-parish area around the city. Reflecting on that work, we recognized an important gap. Many of our clients faced two critical problems; 1) their utility bills weren't affordable due to energy inefficiency and 2) energy efficiency improvements were not attainable. As a response to these problems, we developed a new program that uses energy efficient building and restoration methods to increase individual stability in the home. We call this green home sustainability.

In launching this effort, we recognized that we have certain core strengths and certain limitations. We have direct relationships with over one quarter of a million low-income families in South Louisiana, and we have significant experience administering programs to low-income families and individuals. We have the accounting, personnel, and record-keeping systems in place to manage large-scale programs that administer tens of millions of dollars in services. What we do not have is expertise in residential construction and rehabilitation. To fill that need, we have partnered with a leading green development firm in southeast Louisiana, Green Coast Enterprises (GCE). In turn, GCE has identified partners who can help support our green home sustainability efforts, including Green Bean Insulation, the Alliance for Affordable Energy, Green Light New Orleans, and Hike for KaTREEena.

We have committed \$2.75 million in Salvation Army funds to green home sustainability programs, with another \$1.25 million expected soon. With this proposal, we are asking the state to expand our commitment to home weatherization, by giving us responsibility for performing an additional 1,440 home weatherizations over the next three years, working in Regions 1 and 2 immediately, and expanding into Region 3. This represents just over 48% of the planned weatherizations for these three regions. In addition, we, along with our partners, would also like to provide training and community education around energy efficiency. This training and community education piece would have three parts: 1) staff and subcontractor training through tapping our partners' extensive network of subject matter experts, 2) energy efficiency training for youth work crews, and 3) coordination with the LACAP Baton Rouge efficiency training facility.

Altogether, we are asking for \$12,137,633. Of these funds, \$646,065 would be allocated to Salvation Army for program administration, \$9,360,399 would go directly into home weatherization, and \$2,131,169 would be dedicated to training and technical assistance. We believe that there will be unique components to our program that make it particularly viable. They include:

- The capacity and track record of the Salvation Army in managing initiatives at this scale and with budgets of this size,

- The support we are providing to innovative Louisiana-based small businesses and non-profit groups who have demonstrated success and show tremendous potential for expansion,
- Our commitment to creating a \$250,000 revolving fund allowing contractors to get paid without waiting on reimbursement from the state,
- Our commitment to data collection, evaluation, and information dissemination after work is performed to identify and shine a light on best practice.
- Our ability to incorporate job training and job advancement into our program design, and our already established programs and processes for meeting these goals.

We thank you for consideration of our proposal, and look forward to working with you to make Louisiana's Weatherization Assistance Program the best in the nation.

## II. Program Overview

Our green home sustainability work is only one part of a three-part EnviRenew program that we are launching. EnviRenew grew from a single question - how do you create the best house for a climate like New Orleans. The program is envisioned as a series of partnerships leveraged to carry out three pieces of work:

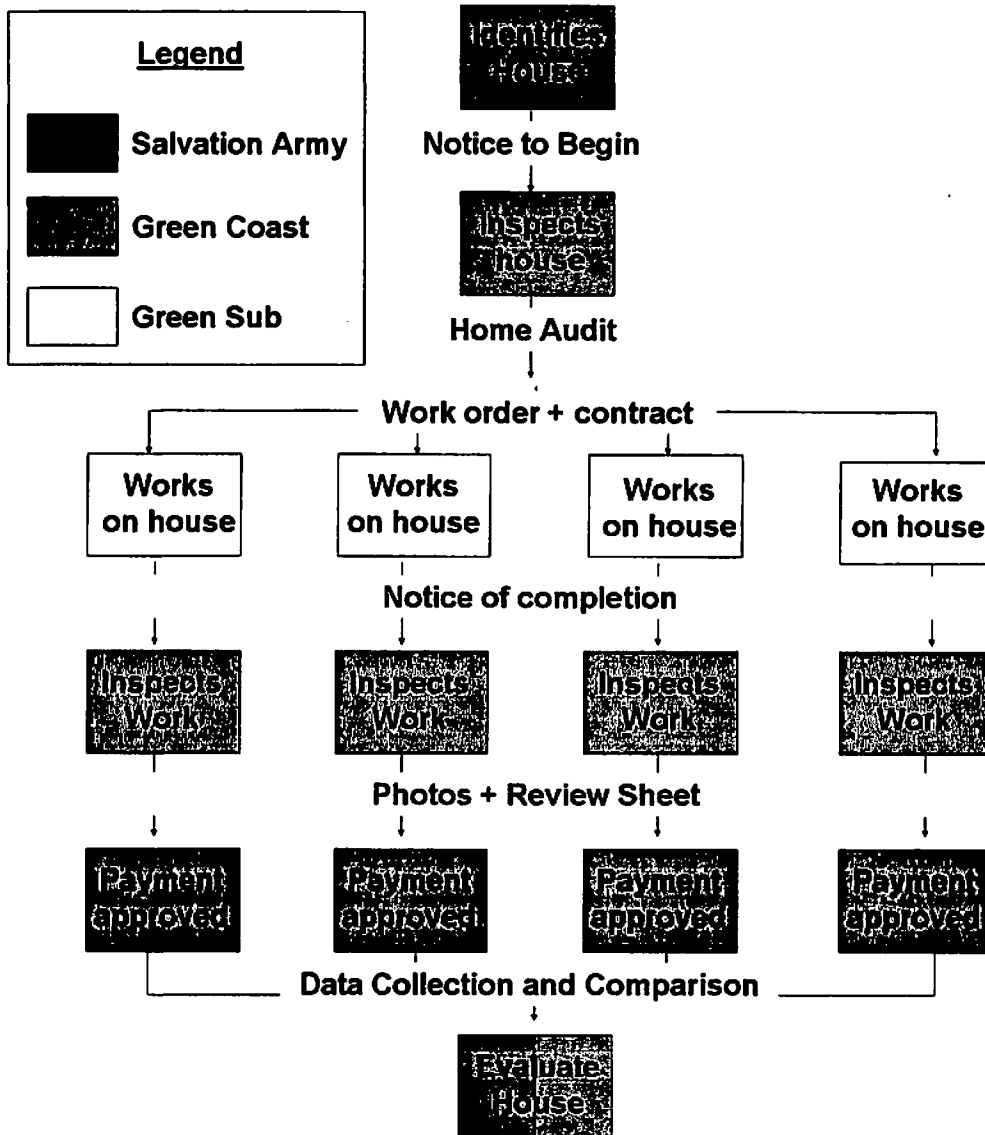
- 125 green home renovations that will each include a green home sustainability package,
- 125 new construction homes in five New Orleans neighborhoods, with groundbreaking scheduled in May of 2009.
- A wiki-like website [www.envirenuew.com](http://www.envirenuew.com) that will collect the best available information on building in hot, humid coastal climates and disseminate lessons learned from this project.

The \$2.75 million already designated for green home sustainability is the first step in EnviRenew, and another \$12 million in Salvation Army funds are pending (of which an additional \$1.25 million would be designated to green home sustainability programs), with expected approval in May. As a component of EnviRenew, our weatherization program delivers all mandatory and several optional services described under the weatherization assistance program RFI (see the Green Home Sustainability Work Diagram on following page).

Green home sustainability starts with Salvation Army staff identifying a house that meets all program requirements and qualifies for this service. We already manage a similar intake and review process, and we would utilize our staff of social workers and field workers to manage these cases and also refer people to other social services outside of the weatherization assistance program. Once a home is identified and qualified, a notice to begin work would be sent to Green Coast Enterprises (GCE), our lead contractor. GCE would send out a construction professional to carry out the home energy audit and do an initial evaluation of the home. This would lead to the issuance of work orders to pre-identified sub-contractors who would perform the needed work on this particular property. We plan to pre-identify sub-contractors in order to reduce the cost of the service by purchasing in bulk from a set of reliable service providers. When the sub-contractors had completed work, they would issue a notice of completion to Green Coast Enterprises, who would send the same construction professional back out to inspect and approve the work. In generating this approval, GCE will create a photographic and written record of the inspection, which would be logged into a central database. That database will be searchable and reviewable by internal and external evaluators, and will be a real-time record of progress. After work is

complete, we will collect information on home performance, as well as occupant health, in some sample of the homes. This will feed into our program evaluation process, and help us continually improve on our work while also developing transferable lessons for others to use.

### Green Home Sustainability Work Diagram



As mentioned above, we plan to work in Regions 1 and 2 immediately, with the possibility of expanding into region 3. We will utilize the existing Salvation Army offices as a home base throughout those regions, which will decrease program overhead. We will complete 40 home weatherizations per month for the next 36 months, or 1,440 total, representing 48% of the planned weatherizations in the three regions. We will focus on single-family structures, but could also work in multi-family (especially, doubles, quads, and eight-unit buildings) structures as needed.

We have also done extensive research into the types of services to be provided, analyzing the recommendations from the following studies about best construction practices in hot, humid climates:

- “The reHABITAT Guide for Energy- and Resource-Efficient Retrofit Strategies.” 2003-2004. Building America Program of the U.S. Department of Energy – This research report outlines steps that Habitat for Humanity could take to improve environmental quality in their buildings.
- “Builder’s Guide to Energy-Efficient Homes in Louisiana.” 2002. Louisiana Department of Natural Resources.
- “Louisiana Developer Green Building Guide.” 2007. Prepared for the Louisiana Housing Finance Agency by Global Green USA.
- “Build it Back Green – 10 Tips for Energy Savings and Healthy Living.” 2005. Global Green.
- “Building America Best Practices Series Volume 1: Builders and Buyers Handbook for Improving New Home Efficiency, Comfort, and Durability in the Hot and Humid Climate.” 2004. Building America. U.S. Department of Energy.
- “Residential Dehumidification Systems Research for Hot-Humid Climates.” 2005. Building America. U.S. Department of Energy.
- “BuildSmart Material Guide.” 2008. Alliance for Affordable Energy.
- “Improve Your Home and Profit: Make it Stronger, Safer, Smarter.” LSU Ag Center.

Through this information, we have narrowed our program down to a set of basic services we plan to provide, largely through our lead contractor and 4 main subcontractors. Those services are listed below, along with an expected market cost, our negotiated price, and the annual operating savings expected from this change. A few points of note as you review the “Services to be provided in Green Home Sustainability Package” chart:

- 1) We have made a decision to plant trees at every property we weatherize. By placing appropriate species in sensible locations, this can dramatically reduce energy bills. But it has a larger impact on property beautification and quality of life.
- 2) In each house we will make a determination about foaming at the roofline versus putting up radiant barrier and using cellulose or batts at the ceiling. We should be able to obtain similar insulating values with each approach, but different properties may lend themselves better to one approach or the other. Each option is priced in the insulation category of the chart.
- 3) We have already identified key subcontractors to support this work. Those groups represent our commitment to building Louisiana-based organizations. They are:
  - a. The Alliance for Affordable Energy = Weatherization subcontractor. The Alliance has developed a weatherization training program, and we will work with program trainees on sites in and very near to New Orleans. Professional weatherization services for air sealing, duct repair, water conservation, thermostats, etc as detailed in the following chart will be provided by the Alliance. Additionally, replacement of lighting with CFLs will be done in coordination with Green Light New Orleans. While on site, clients will be provided education on energy conservation measures to help lower their bills.
  - b. Green Bean Insulation = Insulation subcontractor. Green Bean is an entrepreneurial insulation contractor started by New Orleans native Kurt Buchert

after Hurricane Katrina. They specialize in sprayfoam applications, particularly foam made from sugarcane waste.

- c. Hike for KaTREEna = Landscaping subcontractor. Hike for KaTREEna was started by Monique Pilie after Hurricane Katrina to replace the tree canopy destroyed by the storm. We will work with her to incorporate appropriate plantings at each of these properties.

Services to be provided in Green Home Sustainability Package

<u>GCE Staff</u>	<u>Market Cost</u>	<u>Negotiated Price</u>	<u>Operating Savings</u>
Pre- and post-work blower doors	\$350.00	\$300.00	\$0
Supervision and Coordination	\$1,500.00	\$1,300.00	\$0
Lower H2O Heater Temperature (140 to 120)	\$0.00	\$0.00	\$32
1-Gallon Jug in Tank (i.e., 3.5 gal to 2.5gal/flush)	\$0.00	\$0.00	\$10
Power strip switch-outs with stickers	\$10.00	\$10.00	\$7
Clean/Replace Filter (Window AC Unit)	\$5.00	\$5.00	\$28
Install CO detector, smoke detectors	\$10.00	\$10.00	\$0
Provide Info on Health concerns - lead, mold, radon, asbestos, CO	\$5.00	\$5.00	\$0
<b>Total</b>	<b>\$1,880.00</b>	<b>\$1,630.00</b>	<b>\$45</b>
<u>Weatherization Sub</u>			
Replace all bulbs with CFLs	\$285.00	\$200.00	\$84
Seal Air Leaks with Weather Stripping and Caulk (25% reduction)	\$80.00	\$80.00	\$81
Seal Leaks in Ductwork (leakage = 6% of air flow)	\$47.50	\$47.50	\$114
Install 2 low flow showerheads (5 gpm to 1.6 gpm)	\$95.00	\$95.00	\$88
Install 3 Faucet aerators (5 gpm to 1.5 gpm)	\$49.00	\$49.00	\$97
Hot water heater blanket	\$44.00	\$44.00	\$26
Installing a Door Sweep	\$50.00	\$50.00	\$0
Seal Penetrations in Ceiling, floor, and wall (including electrical penetrations)	\$57.50	\$57.50	\$0
Duct Saddle	\$70.00	\$70.00	\$41
Duct Mastic	\$55.00	\$55.00	\$0
Programmable Thermostat	\$75.00	\$75.00	\$90
Attic Stair Cover	\$40.00	\$40.00	\$7
Seal fireplace (@ 80% effectiveness)	\$55.00	\$55.00	\$43
Seal plumbing penetrations (@ 80% effectiveness)	\$55.00	\$55.00	\$0
Seal fans/vents (@ 80% effectiveness)	\$55.00	\$55.00	\$0
<b>Total Weatherization</b>	<b>\$1,113.00</b>	<b>\$1,028.00</b>	<b>\$793</b>
<u>Insulation Sub</u>			
Radiant Barrier	\$800.00	\$600.00	\$40
Blown Cellulose or Batts in Attic	\$1,425.00	\$954.75	\$69
Blow Foam - Under house	\$2,475.00	\$1,650.00	\$36
Blow Foam - Roofline	\$3,300.00	\$2,200.00	\$110
<b>Total Insulation - foam everywhere</b>	<b>\$5,775.00</b>	<b>\$3,850.00</b>	<b>\$146</b>
<b>Total Insulation - Cellulose + radiant barrier roof</b>	<b>\$4,700.00</b>	<b>\$3,204.75</b>	<b>\$145</b>
<u>Landscaping Sub</u>			
Trees/Landscaping	\$500.00	\$350.00	\$69
<b>Total Landscaping</b>	<b>\$500.00</b>	<b>\$350.00</b>	<b>\$69</b>
<b>Total - foam</b>	<b>\$9,268.00</b>	<b>\$6,858.00</b>	<b>\$1,053</b>
<b>Total - cellulose + radiant barrier roof</b>	<b>\$8,193.00</b>	<b>\$6,212.75</b>	<b>\$1,052</b>

### **III. Experience and Capability**

#### **A. Organizational Capacity**

As mentioned earlier, the Salvation Army of Greater New Orleans has contributed over \$50 Million to home renovation and the stabilization of living situations for low-income families in the Greater New Orleans area since Hurricane Katrina. We have acted as a direct service provider as well as a funder to rebuilding organizations working in a five-parish area. We have also provided direct services and grants totaling in the hundreds of millions, with over \$20 million still to be disbursed. And we have relationships with hundreds of thousands of low-income families in communities throughout the state. What we do not have at the Salvation Army is expertise about buildings. Our partners bring this expertise to our effort. For example:

- GCE has overseen the largest Building America project ever in Louisiana, the pilot phase of Project Home Again, and helped that project become the first in the state to meet the US Department of Energy's Builder's Challenge standard for energy use in new home construction. Their principals were named 2008 Echoing Green Fellows, recognizing them as two of the most promising social change makers in the world, and Business Week has recently followed suit, naming them among the 25 most promising social entrepreneurs in the country.
- The Alliance for Affordable Energy has been committed to promoting energy efficiency for over 23 years. Since Hurricane Katrina, the Alliance has launched numerous programs to educate the public about opportunities for energy efficiency as a component of rebuilding and in 2008 opened the BuildSmart Learning Center as an educational resource for the public year round. Through a partnership with Americorps NCCC the Alliance leveraged volunteer labor to weatherize 30 homes and installed radiant barrier in an additional 70 homes. However, we have realized that the scale of need could not be met through volunteer work alone. We have developed a 14-week program to teach basic energy efficiency techniques to youth between the ages of 16-24, and are now in our fourth cycle. In addition to technique training and job readiness preparation, participants work extensively in the community improving the energy performance of low income homes through weatherization, installing insulation, radiant barrier, and solar hot water systems.
- Green Light New Orleans is a 501(c)(3) founded by Andreas Hoffmann in October 2006. Using volunteers, the agency enables low and fixed income households to switch from incandescent light bulbs to energy efficient compact fluorescent lights (CFLs) which reduce carbon emissions and utility costs. Since its formation just over 2 years ago, 3,000 volunteers have worked with nearly 6,000 households installing 162,443 CFLs, which has reduced carbon emissions by 72,612,021 pounds saving \$7,472,378 in energy costs. The program already provides services for households in Orleans, St. Bernard, and Jefferson parishes.
- Green Bean Insulation was founded in New Orleans, LA by local born & bred New Orleanian Kurt Buchert in the wake of Hurricane Katrina to help rebuild the city in an energy efficient manner. GreenBean has insulated over 1,000 homes & businesses in the New Orleans metro area since Hurricane Katrina.

- Hike for KaTREEna is a non-profit organization dedicated to replanting the tens of thousands of trees lost to hurricanes and flooding in the Greater New Orleans region through a program that fosters community participation and stewardship. Since its creation in 2006, Hike for KaTREEna has planted almost 3,800 indigenous and hurricane resistant trees with the help of local and national volunteers and community members. Due to the incredible success of the program, a new goal has been set to expand the capacity of the program and plant the entire 100,000 estimated trees lost in the storm.

For more information, please see the company and key personnel descriptions included in the appendices.

### ***B. Facilities***

The Salvation Army has facilities operating at 4526 Claiborne Avenue in New Orleans and 4025 W. Brookstown Drive in Baton Rouge. In addition, we have satellite facilities in zone 3. Our buildings are open and accessible to the public during regular business hours which are 9 AM to 4:30 PM.

The Alliance for Affordable Energy will make the BuildSmart learning center also available to program partners. The BuildSmart learning center is a 2000 square foot educational facility with a showcase demonstration house, workshops, and a construction library for energy efficiency, green building, and solar. This facility is a base of operations for the weatherization crews, is available for staff and subcontractor training, and is open to the public for educational purposes year round.

For the delivery of this program, GCE and subcontractor field staff will have use of the New Orleans and Baton Rouge offices of the Salvation Army as well as all of our satellite facilities if deemed necessary. Program vehicles can be kept on site, as well as any computer equipment necessary to manage the program, and a small office space will be made available to these partner staff.

## **IV. Project Organization and Staffing**

### ***A. Proposed Staffing***

The Salvation Army role in the program will be advertising services to be provided, identification and certification of clients, payment for work completed through the \$250,000 revolving fund, processing reimbursement through the LHFA to replenish the revolving fund, and evaluating the impact of the work on long-term utility bills and client health. We have hired an EnviRenew Director, Sara Dabbs (resume included in the appendix), who will join our staff this summer, and we will utilize our existing case management and operations staff to operate our portion of this program. The one additional hire that we will make for this program will be a position responsible for data collection and evaluation. This person will work closely with the GCE principals and our case management staff in carrying out this post-work evaluation. The Salvation Army currently has a recovery case management team. This experienced staff will lead this effort with effectiveness.



The weatherization work will be done under the direction of Green Coast Enterprises, utilizing the core team of subcontractors they have pulled together, including Green Bean Insulation, the Alliance for Affordable Energy, Green Light New Orleans, and Hike for KaTREEEna. As necessary, GCE will extend beyond these prime subcontractors to fill any gaps in geography or available crews.

GCE plans to add up to five field supervisors to its staff who will each have significant construction experience. In order to be retained as a field supervisor, each one will have to complete training in home energy rating, and any additional home energy efficiency training required by the state. GCE will work closely with our prime subcontractors to utilize their skills and knowledge around best practice in weatherization, and to offer advancement opportunities for partner staff working in another capacity in this program. In effect, we are consciously building job ladders so a person can move from being a trainee in the Alliance weatherization program up to becoming a field supervisor who is developing the work orders, coordinating schedules, and overseeing the work installed in each client home. We expect that our subcontractor partners will have the following staffing levels to meet demand:

- Green Bean will have 3 dedicated crews of 2 (6 total workers) on this project, averaging 12-15 installations per month per crew. We also expect that this will take 25% of one administrative support person and 15% of executive level oversight from their central office.
- The Alliance will have 2 trainee crews that each complete 4 houses per month in and around New Orleans. These crews will include at least one expert construction team leader and 4-6 trainees.
- The Alliance and their expert trainer staff will provide 3 other dedicated professional crews of 3 (9 total people) that carry out an additional 10-12 home weatherizations per crew per month.
- Hike for KaTREEEna will source trees for the whole project, and provide planting services in the parishes within 20 miles of New Orleans. They will help identify and train any tree planters utilized on the project in areas further afield than 20 miles from New Orleans.
- Green Light New Orleans will source compact fluorescent bulbs for the whole project, and work with the Alliance on the installation of the bulbs, as well as faucet aerators and low-flow showerheads. They will add one full-time volunteer coordinator who would be fully dedicated to this program.

In total, we will have 21 people working full-time on this program. They are broken out below by partner organization:

- Salvation Army (4) – 2 case management staff, 1 administrative support, 1 program evaluation and data collection. Only the program evaluation and data collection person will be a new hire.
- Green Coast Enterprises (6) – 5 field supervisors, 1 administrative support. Five of the six will be new positions, all with significant construction experience.

- Green Bean Insulation (6) – 6 installers to be drawn, at least initially, from people already working with Green Bean or other program partners.
- Alliance for Affordable Energy (4) – 4 expert team leaders to be drawn from people already working with the Alliance weatherization program. Each will have completed at least the Energy Efficiency Specialist training available through the state's community college system.
- Green Light New Orleans (1) – 1 volunteer/installation coordinator to organize labor to install compact fluorescent bulbs.

We will also have another 24-28 people working part-time on this program. These people are generally working in roles of management, oversight, or program administration, but will also include trainees in the Alliance for Affordable Energy weatherization program.

We plan to place these trainees in other full-time positions as the program develops.

- Salvation Army (2) – Area Commander, EnviRenew Director
- Green Coast Enterprises (2) – 1 principal, 1 office manager
- Green Bean Insulation (2) – 1 principal, 1 administrative support
- Alliance for Affordable Energy (14-18) – 8-12 trainees, 5 installers, 1 administrative support
- Hike for KaTREEna (4) – 4 tree planters. 3 will be added for geographic areas outside of New Orleans. The fourth will be the Hike for KaTREEna founder, Monique Pilie.

### ***B. Auditor and Contractor Qualifications***

GCE staff working in this program will be experienced residential construction and rehabilitation professionals and they will be required to complete a Home Energy Rater course like what is offered through the state's community college system within the first six months of beginning work on this program. Beyond this, we will expect that GCE staff will have strong working knowledge of the residential construction code in Louisiana and stay up to date in any changes in that code through continuing education courses. In addition, key staff people at Green Bean Insulation and the Alliance for Affordable Energy have already completed Energy Efficiency Specialist Training, and this will be required of new people that fill these roles over the next three years.

### ***C. Project Coordination***

Our team is ready to start weatherizing homes in Regions 1 and 2 in May of 2009. We have already dedicated over \$2.75 million to weatherization and related work, and we will begin to use those funds in the next 30 days. The Salvation Army intake process has already approved 20 cases who will receive these services. As described earlier in this proposal, our process will flow as follows.

Salvation Army social work staff will identify families who meet program criteria and approve them for weatherization assistance. At that point, a key box will be placed on the door of the client home, and a notice to begin work will be sent to Green Coast Enterprises. GCE staff will visit the home, carrying out a blower door test and doing an analysis of the highest value improvements that could be made. From this analysis, GCE will issue a set of work orders to the needed subcontractors to complete this particular

job. That will generally include Hike for KaTREEna (landscaping sub), the Alliance for Affordable Energy and Green Light New Orleans (weatherization sub), and Green Bean insulation (insulation sub). Each of those contractors will complete their scope of work and issue a notice of completion back to GCE. At this point, the same GCE staff person that did the initial analysis will return to the home, inspect the work done by the subcontractors (creating a photo and written log), and carry out a post-work blower door test. If there are problems that need to be addressed, the subcontractor will be asked to return to complete the work. Otherwise, GCE will notify the Salvation Army that work is complete and the subcontractors will be paid directly from the Salvation Army. Every two weeks, we will submit documentation to the LHFA showing expenditures on this program and providing any state reviewers access to our on-line database showing work completed. As the state approves funds, it will replenish the \$250,000 revolving fund we will establish.

One other critical item of note, during the final GCE visit, the homeowner will receive a manual that describes the particular changes that have been made to the home, how to maintain them, and the benefits they should provide. The GCE staff person will walk through this manual with the resident, making sure that he or she is familiar with the new features of the house. Beyond this, both the Alliance for Affordable Energy and Green Light New Orleans have developed interactive tools that help people understand how behavioral changes can reduce their energy bills and help the planet. Some examples of information that will be reviewed with the clients include:

- How to read your energy bills and track energy savings
- Identifying the sources of energy use in the house and effective habits for saving energy
- Behavioral strategies for comfortably and efficiently heating and cooling the home

Our partners see client education as one of the most effective methods for achieving energy savings. Empowered with this knowledge, clients will capture maximum energy bill reductions and have the ability to share their knowledge with their family, friends and neighbors. Further information will be available to clients through program training, especially the expansion of services already offered in the Alliance's BuildSmart Learning Center through regular monthly workshops, demonstration models, a construction library, and expert consultation.

#### ***D. Supervision***

The Salvation Army of New Orleans manages an annual budget of over \$12-15 million per year and has total assets in excess of \$8 million. The Salvation Army of Baton Rouge is of a similar size. As mentioned before, our national organization has accepted donations of \$365 million in support of hurricane recovery since the summer of 2005, and has been distributing those funds through grantmaking and direct service delivery. We have a fund management and administrative system in place that can and does manage funds much larger than what we have requested under this program.

We also have a significant capacity to identify and approve clients for receipt of services under this program. As mentioned earlier, we have done 250,000 intake interviews since Hurricane Katrina and made nearly 200,000 referrals to other social service providers in addition to services people receive from us directly. We work on a daily basis with low-income clients, and have existing contacts with a huge base of low-income residents in the three regions we plan to serve.

All of this makes us an excellent administrative partner for this program. However, our expertise ends at this point, which is why we have identified other expert partners who can help us realize our desire to improve the energy efficiency of occupied homes. By forming a partnership with Green Coast Enterprises and their chosen subcontractors – Green Bean insulation, the Alliance for Affordable Energy, Hike for KaTREEEna, and Green Light New Orleans – we are helping each organization offer their unique gifts to the client families we all endeavor to serve. Together, we form a powerful alliance with the financial stability, administrative systems, construction know-how, experience, and knowledge to successfully weatherize 1,440 homes across Southeast Louisiana over the next 3 years.

We look forward to working with you to achieve this goal.

Application Certified by:

  
\_\_\_\_\_  
Captain Ethan Frizzell, Area Commander

Date: April 21, 2009



**DOING  
THE MOST  
GOOD**

William Booth, *Founder*

Shaw Clifton, *General*

Max Feener, *Territorial Commander*

Major John R. Jones, *Divisional Commander*

Captain Ethan Frizzell, *Area Commander*

Captain Sue Frizzell, *Coordinator of Women's Ministries*

**2008 - 2009 Advisory Board:**

Lizette Terral, *Chairperson*

Ted Ruddock, *Vice Chairperson*

Susan Glennon, *Treasurer*

Joe Baugnon

Lillian Baham-Gosin

Emanuel Blessey

Julie Breitmeyer

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A. Louis Jung

Charles McHale

Andrea McNeil

Ann Mentz

Max Nathan

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Chris Nungesser, III

Gerald Pelias

Kathlyn Perez

Dick Piner

Dick Randels

Davis Ruddock

Frank Stewart

Carolyn Thalheim

J. Barber Winston

William Wolf

**Life Members:**

Fred Guice

John M. Key

Mark Purvis

**Captains Ethan & Sue Frizzell**

**Ethan & Sue Frizzell are the Area Commanders of The Greater New Orleans Area Command with responsibility for The Salvation Army Center of Hope, a homeless service and shelter center, and Greater New Orleans Greater Recovery Hurricane Katrina Response.**

**Ethan and Sue have served as the corps officers, of Columbia, South Carolina as well as, Fayetteville and Thomasville, North Carolina**

**Their responsibilities have included:**

**The Salvation Army Booth Shelter for men and women.**

**Family Shelter**

**Transitional Housing**

**Boys & Girls Clubs**

**Social Service Programs**

**Corps Programs**

**Kids 2 Camp Program**

**Thrift Stores**

**Disaster Services**

**Ethan and Sue have experience in disaster from serving hurricanes in the Carolinas, the floods of the Midwest, the Pentagon after 9/11, Hurricane Katrina in Biloxi, and most recently leading the response to Hurricane Gustav in Southern Louisiana. The Frizzell's currently lead the continued response to Hurricane Katrina.**

**Currently Captains Frizzell are in development and implementation of:**

**Emerge- helping youth reach potential through educational support**

**EnviRENEW- renovating communities through green initiatives**

**Center of Hope- connecting hope to opportunity for those experiencing homelessness**

# Sara Megan Dabbs

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## EDUCATION/ HONORS

**Harvard University Graduate School of Design**  
Candidate for Master in Urban Planning, May 2009.  
Dual concentration in Housing & Neighborhood Development, Urban Design.

**University of California, Berkeley**  
B.A. History with High Honors, May 2004  
Honors Thesis: "*The Heart of the City: Change and Continuity in  
Downtown Department Stores 1945 - 1985*"  
**Università di Bologna, Italy, 2002-2003** (study abroad program)

## EXPERIENCE

**Broadmoor Development Corporation, New Orleans, LA** Summer 2008  
*Educational Corridor Recovery Zone Specialist*

- Developed and initiated a comprehensive implementation plan for the neighborhood's educational corridor, including phasing, programming and activities, budget and finance, and public/private partnerships.
- Managed neighborhood recovery, redevelopment and general planning projects.
- Served as a liaison to high-level officials at City Hall, the Office of Recovery and Development Administration, and the New Orleans Redevelopment Authority.
- Convinced City officials and stakeholders to support the community's proposals and projects.
- Led community meetings regarding zoning changes and property development proposals.
- Created a permanent financing proposal for redevelopment of blighted properties as part of an affordable homeownership program for teachers and first-responders.
- Modeled revenue streams from real estate development activities and collaborated with team of Harvard Business School students to design a financial sustainability model for the CDC.

**Los Angeles Housing Department, Los Angeles, CA** January 2007 – August 2007  
*Management Assistant, Affordable Housing Trust Fund*

- Assisted in the management of an annual disbursement of \$100 million for affordable housing projects.
- Organized the application process for incoming proposals and their review.
- Drafted procedure manual to coordinate project review with other City divisions.
- Investigated and drafted a report analyzing the potential for a new funding program to redevelop single room occupancy residential hotels downtown.
- Edited program regulations, reports and official correspondence.

**Wolf-Kasteler & Associates, Beverly Hills, CA** April 2005 – January 2007  
*Public Relations Assistant*

- Coordinated publicity schedules, activities and events for clients, including actors, studio executives, producers and non-profit organizations.

**COMPUTER SKILLS** ArcGIS, Adobe Creative Suite, Sketch-Up, AutoCAD, MS Office.

## ACTIVITIES

President, Harvard Urban Planning Organization. Peer Advisor. Student Representative to Student Forum.

**Cynthia Morrison**  
**3618 Napoleon Avenue**  
**New Orleans, LA 71025**  
**504.289.9982**

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**Experience:**

**Community Recovery Director      *The Salvation Army, N.O., LA*      08/08 – present**

Director of the Community Recovery office in the Greater New Orleans area.

- Supervises, coordinates and monitors day to day operations of Community Recovery operations.
- Ensures compliance with program policies.
- Maintains relationships with community organizations and rebuild agency partners.
- Prepares statistical reports and administers program budget.

**Long Term Recovery Specialist      *The Salvation Army, N.O., LA*      11/07 – 08/09**

Case Manager for persons affected by Hurricane Katrina.

- Responsible for generating Intakes, Assessments and Long Term recovery plans.
- Assisted clients with accessing community resources.
- Followed up with referrals and entered data into the Coordinated Assistance Network.

**Case Manager      *Responsibility House/ Advocacy Center, N.O., LA*      02/05 – 10/09**

Katrina Aid Today Case Manager for persons with disabilities affected by Katrina.

- Completed Intakes, Assessments and Long-term Recovery plans.
- Entered Data into the Coordinated Assistance Network and generated referrals.
- Advocated for clients in the community.

**Residential Counselor      *Raintree Children's' Services, N.O., LA*      08/04 – 11/05**

Third shift residential counselor at a group home for girls.

- Documented progress of goals as outlined plans of care.
- Assisted residents with completing homework, preparing meals and daily living activities.
- Coordinated recreational and community activities as needed.

**Facilitator      *Southern Ingenuity, Shreveport and N.O., LA*      10/02 – 03/04**

Service Coordinator for Medicaid Waiver recipients.

- Completed annual plans of care, daily service logs and visited Supervised Independent Living clients weekly.
- Responsible for coordinating community services and benefits such as food stamps, Medicaid recertification and social security benefits.
- Scheduled direct care staff for clients, advocated for clients in the community, visited job sites regularly and acted as back-up staff for clients on my caseload.

**Case Manager      *G.B. Cooley Case Management, Bossier City, LA*      08/00 – 10/02**

Case Manager for thirty- five Medicaid Waiver recipients.

- Generated initial plans of care for each client which included goals, needs, person centered outcomes and services to be provided.
- Visited each client at home and at work, quarterly and contacted each client monthly to reassess services and needs.

**Cynthia Morrison**  
**Page two**

**Residential Manager**      **Alternate Life Paths Program, Atlanta, GA**      **11/98 – 12/99**  
Third shift residential manager at a girls' group home for juvenile delinquents.

- Supervision of residents' daily activities and overall operation of the house from 3pm – 11pm.
- Responsible for life management plans, medication distribution, school appointments, job assignments and guardian contacts.

**Outreach Assistant**      **Youth Options, Project P.H.A.S.E., Austin, TX**      **04/97 – 04/98**  
HIV and AIDS street outreach to homeless teens and young adults. Responsible for daily supervision of the field station.

- Organized daily outreach efforts with assistance from staff and volunteers.
- Responsible for data collection (for grant purposes), meals and hygiene supplies, arranging medical treatment and HIV testing and management of food and clothing banks.
- Counseled substance abusers and linked clients to other community resources as needed.

**Team Leader**      **Community Based Services, Purdys, NY**      **09/95 – 11/96**  
Direct Care Counselor at an Intermediate care facility for adults with MR/DD.

- Duties included assessment, goal planning and implementation as well as assisting clients with activities of daily living.
- Responsible for supervision of staff on my shift.
- Planned and participated in community outings and recreational opportunities.

**Education:**

Bachelor of Science degree in Psychology  
Northwestern State University in Natchitoches, LA



# WILL BRADSHAW

3100 Fortin Street • New Orleans, LA 70119 • Phone (504) 482-3454 • will@greencoastenterprises.com

## SELECTED EXPERIENCE

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- Jan. 2007-present      GreenCoast Enterprises      New Orleans, LA  
*Founder and President*
- Lead Project Home Again efforts as owner's representative, coordinating development of 20 homes on St. Bernard Avenue in Phase I.
  - Develop a four-unit condominium as a local model for green building.
  - Build partnership for developing a network of healthy health-care centers, starting in Central New Orleans.
- January 2008-present      Tulane University School of Architecture      New Orleans, LA  
*Adjunct Professor*
- Teach a class on the Sustainable Real Estate Development for post-Katrina New Orleans.
- March 2007-Aug 2007      MercyCorps      New Orleans, LA  
*Consultant*
- Advise organization on green building initiatives to support redevelopment in the Gulf Coast.
- 2003-August 2007      New Ecology, Inc.      Cambridge, MA  
*Green Development Associate*
- Develop systems for data tracking and analysis in Green CDC's Initiative.
  - Lead New Orleans-based efforts for Urban Metabolism project.
- 2004-August 2007      Real Gains      Cambridge, MA  
*Project Manager*
- Identify locally-controlled investments in poor communities in MA, NC, and LA.
  - Prepare prospectus for \$140 million neighborhood revitalization plan in Raleigh, NC.
  - Build community partnerships to place MIT interns with organizations in the Gulf Coast.
- 2005-July 2007      Project Home Again      New Orleans, LA  
*Project Manager*
- Acquire and redevelop a city block in order to swap new homes for storm damaged properties.
- 2003-2003      Center for Max Potential Building Systems.      Austin, TX  
*Summer Intern*
- Manage ecological overlay analysis and writing report for Texas Parks and Wildlife.
  - Research the market for Gro-Home, a start-up, incremental housing company.
- 1999-2002      Davidson Housing Coalition      Davidson, NC  
*Organizational Director*
- Co-develop 57 units of housing and 1,500 sq. ft. of commercial space.
  - Manage the Director of Counseling and Education and 4 interns.
  - Create housing counseling and education programs that assisted over 120 families.
  - Obtain \$950,000 in grants and low-interest loans.

## EDUCATION

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2004-present                      Massachusetts Institute of Technology                      Cambridge, MA

- Ph.D Candidate in Regional and Urban Economics and Sustainable Comm. Dev.
- MIT Presidential Fellow, 2004-2005.
- Teaching Assistant for Prof. Lynn Fisher in Housing Markets and Housing Finance.

2002-2006                      Massachusetts Institute of Technology                      Cambridge, MA

- Masters in City Planning and Masters of Science in Real Estate Development.
- National Science Foundation Graduate Research Fellowship recipient studying green development.
- Half Tuition Fellowship from MIT City Design and Development Group.

1995-1999                      Davidson College                      Davidson, NC

- B.A. with Honors in Cross-Cultural Studies, completed requirements for B.S. in Physics.
- Texas State Finalist for Rhodes Scholarship.
- Inaugural Baker Scholar, full cost award plus stipend for summer study.
- Graduated magna cum laude and member of Phi Beta Kappa and Sigma Pi Sigma.

## SELECTED HONORS AND AWARDS

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- First prize in 2003 Boston Area Affordable Housing Development Competition.
- DHC won a Maxwell Award of Excellence from the Fannie Mae Foundation, a Community Partner Award from the Federal Home Loan Bank of Atlanta, and a Housing North Carolina Award from the NC Housing Finance Agency for the Bungalows project that I co-developed.

## SELECTED PUBLICATIONS

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- "The Costs and Benefits of Green Affordable Housing" with Ed Connelly, Madeline Fraser Cook, Justin Pauly, and James Goldstein. Released in August 2005.
- "Buying Green: The Value of Green Homes in the Austin Residential Market." MIT Masters Thesis, City Planning and Real Estate Development. February, 2006.

## SELECTED PRESENTATIONS

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- "The Costs and Benefits of Green Affordable Housing" 2005 Northeastern Sustainable Energy Association (NESEA) Conference, Boston, MA.
- Local Initiatives Support Corporation (LISC) national webcast on green affordable housing, 2005.
- "Planning and Redevelopment in Post-Katrina New Orleans." 2006 Associated Collegiate Schools of Planning Annual Conference, Fort Worth, TX.
- "Buying Green." 2005 Associated Collegiate Schools of Planning Annual Conference, Kansas City, MO.
- "Can Real Estate Development Restore and Enhance Communities?" Fall 2003 MIT Student Forum.
- Maxwell Awards of Excellence Symposium, 2002.

## VOLUNTEER ACTIVITIES AND AFFILIATIONS

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- Founding member of Louisiana Clean Tech and the Southern Building Institute.
- Founding Advisory Board Member, CityBUILD Consortium of Schools.
- Founder of MIT's Sustainable Urban Development Society.
- English as a Second Language Instructor in Texas and North Carolina.
- Youth basketball coach in North Carolina.

## REUBEN TEAGUE

3102 Fortin St.

New Orleans, LA 70119

Cell: 347-581-7828

reuben@greencoastenterprises.com

### EXPERIENCE

**GREEN COAST ENTERPRISES**, New Orleans, Louisiana

*Principal*, 2007-present

Co-founder of a real estate development company focused on building durable, healthy, and environmentally sustainable structures in New Orleans and throughout the Gulf Coast. Involved in all aspects of management and operations.

**JUDGE EDITH CLEMENT OF THE U.S. COURT OF APPEALS FOR THE FIFTH CIRCUIT**, New Orleans, Louisiana

*Law Clerk*, 2006-2007 term

**JUDGE SARAH VANCE OF THE EASTERN DISTRICT OF LOUISIANA**, New Orleans, Louisiana

*Law Clerk*, 2005-2006 term

Drafted opinions, wrote memos, and performed legal research to assist in judicial decision-making in cases ranging from complex insurance and security matters to federal criminal prosecutions.

**FRIEDMAN KAPLAN SEILER & ADELMAN LLP**, New York, New York

*Summer Associate*, Summer 2004

Wrote memos and letters, interviewed clients, and assisted with trial and settlement strategy.

**PROFESSOR HELEN HERSHKOFF**, NYU School of Law

*Research Assistant*, October 2003 – July 2004

Researched and revised two chapters of the *Cound Friedenthal Miller & Sexton: Civil Procedure* textbook.

**PROFESSOR BARRY ADLER**, NYU School of Law

*Research Assistant*, Summer 2003

Edited and revised several chapters of *Foundations of Bankruptcy Law* (Foundation Press, 2005).

**PUBLIC CITIZEN**, Washington, District of Columbia

*Policy Analyst, President's Office*, September 2001 – July 2002

Planned and executed Public Citizen's lobbying strategy and approach to the vehicle fuel economy measures in the Senate Energy Bill. Wrote testimony presented by Public Citizen's president at Senate hearings on truck security and vehicle fuel economy. Researched and wrote briefs in support of litigation against the Department of Transportation.

**COMPUTER SCIENCE CORPORATION**, New York, New York

*Senior Associate, Strategy Group*, September 1999 – June 2001

Wrote three business plans for new ventures in the waste, professional services, and construction industries; worked closely with CEOs and other chief decision makers to match their vision of a new business with market realities.

### EDUCATION

**NEW YORK UNIVERSITY SCHOOL OF LAW**, New York, New York

J.D., *cum laude*, May 2005

Honors: Robert McKay Scholar

Daniel G. Collins Prize for Achievement in Contract Law

Activities: Moot Court Board, Research and Writing Editor

Co-Chair, Citywide Unemployment Action Center

**PRINCETON UNIVERSITY**, Princeton, New Jersey

A.B. in Economics, *cum laude*, June 1999

Senior Thesis: *Education finance reform and tax equity – do states find progressive tax solutions to funding crises?*

Activities: Senior Manager, Tiger Computer Agency; Varsity Water Polo; Squash Club of Princeton

### INTERESTS

Travel, touch football, and excellent journalism.

# KARLEY D. FRANKIC

## EXPERIENCE

January 2004 - Present    Frankic, Inc.    New Orleans, LA  
Principal

Consultant for renovation /construction projects involving historic properties & new construction.  
Advise clients on project feasibility of commercial, institutional and residential projects and assist with zoning analysis, zoning variances, map changes, building permit applications, property subdivisions, conditional use permits, historic district and Vieux Carre permitting, lien waivers, and property research.  
Execute appropriate municipal and state applications and certificates and expedite through process completion.  
Own, renovate, manage and maintain rental property.  
Experience in green technologies and neighborhood conservation.

January 2004 - October 2005                                      New Orleans Notarial Archives Research Center      New Orleans, LA  
Archives Assistant

Created a database on the information contained in 19th Century architectural drawings.  
Responsible for storage and accessibility of collection of 19th Century watercolor paintings.  
Compiled an online exhibit about the Plan Book Plan collection  
<http://www.notarialarchives.org/planbook.htm>  
Responsible for scanning, photo merging and posting digital images of the 1883 Robinson Map  
<http://www.notarialarchives.org/robinson/index.htm>  
Assist researchers find information relating to their property including property title searches.

February 2000 - December 2003                                  Felicity Street Redevelopment Project                          New Orleans, LA  
Project Manager

Directed daily operations: construction management, administration, budgeting and board of directors' relations.  
Utilized an innovative revolving fund with the National Trust for Historic Preservation, procured grant applications for matching funds, and sustained corporate and private loans.  
Responsible for permitting, subdivisions, lien waivers, tax credits and acquisition of endangered properties.  
Coordinated community outreach programs and promotion of the neighborhood through media relations, educational exhibits and innovative concerts.  
Researched archives and collections for historic images and information relevant to the target area.

September 1999 - January 2000                                  Armadillo South~Architectural Salvage                          New Orleans, LA  
Office Manager

Managed acquisition and sales of architectural elements.  
Conferred with designers, architects and contractors for new construction and renovations.  
Conducted research, handled advertising and bookkeeping for business operations.

## EDUCATION

Bachelor of Arts, History, 1999                                  University of New Orleans                                  New Orleans, LA  
Emphasis on urban development in the Americas

Graduate, 2006    Contractor's College    New Orleans, LA  
Loyola University's Small Business Development Center

## ACTIVITIES

CREW New Orleans: Network of Commercial Real Estate Women  
                    Programs Committee - Coordinator of the Brown Bag Educational Series

New Orleans Mayor Ray Nagin's Transition Team's Neighborhood Conservation Task Force

National Trust for Historic Preservation - National Symposium on Preservation-Based Community Development  
Workshop: *The Importance of Incorporating Commercial Components in Your Redevelopment Plan*

# KARLEY D. FRANKIC

Council for International Visitors - Mobile Workshops

*Organizing a Nonprofit for Neighborhood Revitalization*

*Public/Private Partnerships Training the Workforce for the 21st Century*

Section 106 Consulting Party for Saint Thomas Housing Development- HOPEVI Project

Preservation Resource Center Liaison for Kickoff to Rebuild, Rebuilding Together and Great New Orleans Sellabration

## NARRATIVE

I have run my own consulting firm for the last five years and managed two construction oriented businesses before that. I was born into the construction trade with two parents in the business and have since been focused on the business of historic renovation and sustainable new construction. I have been active in the renovation and planning community in New Orleans since 1999 working on neighborhood plans that service the residents needs as well as serving on a mayoral transition team. I have spoken at symposiums and workshops about the importance of mixed use development for the health of communities.

Building a zoning and permitting consultancy in post-Katrina New Orleans has allowed me the chance to work with a large variety of rebuilding projects from, housing to commercial real estate. My company provides zoning, permitting and project support to developers, architects, contractors, real estate attorneys and sustainability experts. We act as a liaison between the client and municipal agencies. I have successfully expedited zoning changes and variances, property subdivisions, building permits, historic district approvals and provided project support for construction and preservation advocacy. I am responsible for keeping the businesses finances on track with the support of an accountant and business manager. We have kept the consultancy in the black since it's founding.

My company has been well received in New Orleans as a reliable means of navigating the many layers of bureaucracy in New Orleans. We have several retainer clients that rely on my services as a key piece of their property development team. We have received client referrals from our associates in City Hall as well as from our pleased national clients. I encourage you to review our website at [www.frankic.com](http://www.frankic.com).

Prior to founding my consultancy I managed a housing non-profit in Central City. We utilized an innovative revolving fund with the National Trust for Historic Preservation and successful grant applications for matching funds. The numerous financing sources required diligent reporting systems. In this position I worked directly under the president of the organization. I managed the business of the non-profit including support staff, volunteers and interns as well as working directly with the Board of Directors to implement their mission. Beyond restoring several more than a dozen buildings to commerce and managing the tenants' services in mixed income housing units, we also worked to rebuild the community with summer arts camps and traveling historical exhibits promoting the neighborhood.

## **Forest Bradley-Wright**

927 Hagan Street New Orleans, LA 70119

(504) 208-7597

forest@all4energy.org

### **Objective:**

*To catalyze the permanent establishment of the green building marketplace in New Orleans, thereby supporting local economic development and reconstruction for a sustainable future for our city.*

### **Work Experience:**

#### **Alliance for Affordable Energy**

October 2005 – Present

Title: Sustainable Rebuild Director

Under the mentorship of Alliance founder Karen Wimpelberg and Dr. Charles Reith, I have been a driving force behind the growing movement for progressive energy practices, community-based education and energy efficiency services in post-Katrina New Orleans. I have cultivated active working relationships with all participants working to develop comprehensive energy policy for the city and have an extensive network within the green building business community. I have been the primary organizer for the city's largest green building promotion event for three years running, the BuildSmart Expo, featured at the New Orleans Home and Garden Show. Under my direction, we have launched the BuildSmart Learning Center, a large educational facility open year-round for builders and homeowners to learn about green building best practices. I directed the installation of energy efficiency home improvements for more than 100 homes in the Lower 9<sup>th</sup> Ward and secured \$350,000 in Department of Labor funding for a workforce training program focused on basic residential energy efficiency techniques. Participants in the program are local youth between the ages of 18-24 gaining professional skills to begin careers in the green building industry. I worked with the City of New Orleans Office of Recovery Management and project partners to gain designation for New Orleans as a DOE Solar America City and secured \$400,000 of funding and technical services to support the growth of solar technology in the local marketplace. The Alliance is responsible for over \$100,000 of these funds for consumer education and industry development support.

#### **Groundwork New Orleans**

January 2006 – April 2007.

Title: Interim Executive Director

As the founder and interim executive director of Groundwork New Orleans I launched a community remediation and education organization that aimed to tackle years of hazardous lead accumulation in the Central City Community. Strategic planning ensured the organization was positioned to address a serious environmental issue that plagued the community unabated for decades and for which no other organization was active in the area. As interim executive director, I recruited a highly qualified board of directors, wrote the articles of incorporation and bylaws, and secured \$130,000 for administrative and project expenses. With a portion of those funds, I oversaw the placement of rain garden landscaping installations along Oretha Castle Haley Blvd. and the planting of sunflowers to remediate lead at Van MacMurray Park, where soil tests indicate elevated levels of lead. I posted the job announcement for a full time executive director and, with the board, hired a highly qualified displaced resident with extensive experience and a successful history working in the Central City community.

**The Urban Conservancy**

January 2005 – October 2005

Title: Program Coordinator

As the primary employee for the Urban Conservancy, I was responsible for converting community issues into strategies for effective action. Focusing on high impact opportunity areas, I identified and filled gaps in coordinated community efforts and start-up non-profits. My work included scheduling and facilitating meetings, community outreach, managing deliverables, and leadership development on projects such as working with Mid-City residents to replace the Whole Foods Market on Esplanade with another community grocery, preventing plans to reduce or demolish the Iberville housing development, facilitating formation of the Oak St. Merchant's Association, and spearheading the Groundwork New Orleans effort. Other tasks included membership recruitment and renewal and writing for the Urban Conservancy newsletter and list-serve.

**Shell International Exploration and Production Company**

September 2002 - June 2004

Title: Sustainable Development Team Facilitator

I was responsible for galvanizing Shell's Sustainable Development Team to lead a paradigm shift on social and environmental issues in management through education and changes in core business practices. The team's self-selected group of diverse professionals targeted resource and energy consumption as well as technological solutions to carbon emissions and the capture of associated gas. We conducted a process analysis to incorporate sustainability accounting through each stage of new venture development. We also promoted an educational campaign designed to foment changes in corporate culture regarding social and environmental issues.

**Education:****Tulane University**

Fall 2003 - Present

Masters Candidate in Latin American Studies

As an inter-disciplinary student my coursework included environmental law, international development, public health, and business. Thesis pending

Thesis: Regional Planning and Sustainability Challenges in New Tourism Development

Grants: Tinker Foundation Field Research Grant

**Tulane University**

Fall 1996 – Spring 2001

Bachelor of Arts in Latin American Studies

Grants: Georges Lucey Grant for the Social Sciences. Two-time recipient of the Neo-Topical Ecology Institute Research Grant.

References available upon request.

## Green Light New Orleans – staff bios

**Andreas K. Hoffmann**: obtained his B.A. in 1988 in German, French, English, and Art from the University of Berne, Switzerland. He owned and managed the record store Q-Tips in Berne, Switzerland. He started a band called 'Andi Hoffmann and the B-Goes' in 1989 and has taken his band on tour throughout Europe and the U.S. He is currently the owner of 'Mirwebdesign' a web design company, which was started in 2003 and the executive director of Green Light New Orleans, an energy-efficiency non-profit, which began in 2006.

**Bernnel J. January Jr.**: graduated from Tulane University of New Orleans, La in 2005 with a B.S. in Neuroscience. He became a Teach for America corps member after graduating and worked for Capitol Pre-College Academy in Baton Rouge, La as a Secondary Chemistry and Physics instructor. While teaching, he was an ACT preparatory science specialist through Southern University in 2006. He is currently working as the operations coordinator for the non-profit Green Light New Orleans.



## Christine "Hunter" Savard

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2126 Marais St. New Orleans, LA 70116 (504)-428-6305 hunter@all4energy.org

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### PROFILE:

- 10+ years experience working in a variety of professional/office environments
- Commercial and residential construction experience
- Proficient in MS Office, AutoCAD, Adobe Creative Suite, FileMaker Pro, REM Design
- Knowledgeable in 3D Studio Max, Timeslips, and ArcGIS
- Working knowledge and familiarity with New Orleans housing typology and climate design considerations

### EDUCATION and CERTIFICATION:

**Bachelor of Architecture, December 2005, University of Texas at Austin, Austin, Texas**

Courses taken include:

Design	Community Regional Planning
Construction I-V	Environmental Controls I & II
Visual Communications	Technical Communications
Building Pathology	Professional Practice

**Louisiana Contractor Accreditation Institute (LCAI), November 2008, Louisiana Technical College, Metairie, Louisiana**

**OSHA 10-hour Occupational Safety and Health Certification, February 2009, New Orleans, Louisiana**

**DOVIA Volunteer Management Training Program, November 2009, New Orleans, Louisiana**

**Energy Efficiency Specialist Training Program, April 2009, Delgado Community College, New Orleans, Louisiana**

### SUMMARY OF EXPERIENCE:

- Designed operational protocols and procedures for the Alliance for Affordable Energy's weatherization and radiant barrier programs.
- Performed site inspections, basic energy audits, developed work plans and led crews of volunteers performing basic weatherization tasks and radiant barrier installation.
- Developed and conducted construction safety classes for workforce training crews.
- Produced construction drawing sets for residential contractors.
- Processed pay applications for contractors and sub-contractors, drafted RFI's, produced punch lists, and managed documentary files, submittals and drawings for a commercial hi-rise construction project.
- Served as office manager, legal assistant, and bonded notary public, produced legal correspondence and Discovery Requests, maintained billable hours for staff attorneys, researched legal precedents, monitored legislative activities, and developed case load filing systems.
- Managed AR, AP accounts, and Payroll accounts.
- Organized student volunteers for a Habitat for Humanity Women's Build and served as a framing crew leader and construction volunteer.

**WORK HISTORY:**

**AmeriCorps VISTA, Alliance for Affordable Energy, New Orleans 03/01/08 - 05/01/09**  
**Construction Laborer/Design Assistant/Drafter, Jim Cotner Studios, Los Angeles, 10/06-09/07**  
**Bartender, Door person, Lovejoy's Tap Room & Brewery, Austin, 8/02 - 05/06**  
**Computer Lab Monitor, School of Architecture Computer Lab, UT Austin, 01/03 - 05/05**  
**Project Manager's Assistant, CF Jordan Construction, Austin, 6/02 - 02/03**  
**Design Lab Assistant, Austin Community College, Austin, 01/99 - 05/00**  
**Construction Lab Assistant, Austin Community College, Austin, 08/99 - 12/00**  
**Legal Assistant, Perdue, Brandon, Fielder, Collins & Mott, LLP, Austin, 12/00 - 12/01**  
**Office Manager, Sanford, Kuhl & Perkins, LLP, Austin, 01/98 - 12/00**  
**Book Keeper, Lucy in Disguise, Austin, Texas, 12/96 - 12/97**  
**Customer Service Representative, University Co-op, Austin, Texas 12/95 - 11/96**

## AUGUST 2005

August 23, 2005 and the tropical system that would eventually strengthen into Hurricane Katrina forms over the Bahamas. Salvation Army disaster units first respond in Florida as Tropical Storm Katrina makes landfall in Duval County; then brushes the Florida Keys. As the storm gains intensity and closes in on the Mississippi and Louisiana coasts, Salvation Army Corps throughout the Southeast activate to assist evacuees. By Sunday evening, August 28, three advance groups of more than 70 Salvation Army disaster units, capable of serving more than 400,000 meals, are pre-positioned to move in behind the storm to deliver emergency aid. A unified command post is established at Salvation Army headquarters in Jackson, MS. On August 29, Hurricane Katrina makes landfall in southern Louisiana as a category 3 storm, causing the worst natural disaster in United States history. In New Orleans, as the levees breach and water surrounds, The Salvation Army New Orleans' Center of Hope, Majors Richard and Fay Brittle remain behind to care for some 300 people trapped in the flooding city with nowhere else to go.

## SEPTEMBER 2005

Salvacion Army units set up field commands in Baton Rouge, LA; Long Beach, MS; and Mobile, AL as staging points to begin the delivery of emergency aid into the disaster area. On September 2nd, Majors Brittle, and approximately 300 refugees are rescued by helicopter from the roof of the Center of Hope in New Orleans. Across the country, in crises like Houston, Atlanta, and San Diego, The Salvation Army offers services to evacuees. More than 100 Salvation Army mobile feeding units are deployed to the Gulf Coast from as far away as New York and South Dakota. On September 24, the second major hurricane of the season, Rita, makes landfall near the Louisiana and Texas state border. The Salvation Army responds by opening a second United Command in Houston, with field commands in Beaumont, TX; Lufkin, TX, and Lake Charles, LA. By month's end, The Salvation Army has distributed more than two million meals, sheltered 80,000 people, and provided emotional and spiritual care to more than 150,000 survivors.

## OCTOBER 2005

The Salvation Army establishes service hubs in Mississippi – in Pascagoula, Biloxi, and Gulfport; and in Louisiana – in New Orleans, Lake Charles, and Lake Plaquemine. First Lady Laura Bush visits Yankee Stadium, home of The Salvation Army's Biloxi, MS, Disaster Recovery Center. Salvation Army feeding units and pastoral care teams are present at the opening of New Orleans' Ninth Ward, providing food, compassion, prayer and a listening ear. By the end of the month, more than four million meals have been served. The Salvation Army Team Emergency Radio Network (SATERN) receives and processes more than 60,000 requests for assistance from people looking for help in finding lost friends or loved ones. On October 24, the third major hurricane of the season, Wilma, impacts Florida; The Salvation Army mobilizes Corps across the state in response.

## NOVEMBER 2005

The Salvation Army continues service delivery both within the disaster area and across the country for Katrina evacuees. The Salvation Army erects a 100,000 square foot temporary building in Pass Christian, MS, as a disaster assistance center. There is a continuing partnership with other disaster relief organizations including Southern Baptist Disaster Relief, Project Teamwork, Hope Force International, and Operation Blessing International. By month's end, The Salvation Army provided spiritual care to more than 235,000 individuals.

## DECEMBER 2005

The Salvation Army provides Christmas assistance to disaster victims in LA and MS, distributing more than \$7 million dollars in Christmas aid. A volunteer village, built in cooperation between The Salvation Army and Project Teamwork, opens in Biloxi, MS. The Salvation Army proposes a partnership with the United Methodist Committee On Relief (UMCOR) and other organizations as part of the Katrina Aid Today (KAT) program to provide long-term case management services to hurricane survivors. By the end of the month, mass feeding numbers climb above 4.5 million meals distributed.

## JANUARY 2006

The Salvation Army continues to expand its service footprint in the disaster area, opening a new, permanent disaster assistance center in Slidell, LA. The Salvation Army, in cooperation with other volunteer organizations, begins its first home reconstruction projects in MS. The Salvation Army launches the Katrina Aid Today (KAT) program in partnership with other disaster relief partners.

## FEBRUARY 2006

The Salvation Army reopens the Center of Hope in New Orleans to provide housing for disaster workers, and opens a new United Command Center in New Orleans. The moves allow The Salvation Army to expand its case management program at its New Orleans disaster assistance center. The last 54-foot base camp kitchen is shut down and mass feeding is finally reduced to an "as needed" basis. Comprehensive long-term recovery plans are developed to guide Salvation Army operations over the next two years.

## MARCH 2006

The Salvation Army opens a new 100,000 square foot distribution center in Gretna, LA. The Salvation Army partners with Habitat for Humanity to build four additional volunteer dormitories in MS. The Salvation Army allocates \$155 million to long-term operations in Louisiana and Mississippi, the two hardest hit states.



AND SERVICE CONTINUES

Like everyone else, we were watching the storm before it came in. We were all preparing to go where needed. We never thought that the storm was going to have an impact all the way up here in Atlanta. We got everything ready, got everything packed, and we were waiting for the phone call. It was Monday afternoon when person after person began showing up at The Salvation Army in Lawrenceville. This was the first flood of evacuees. People who had money, family in the area, and had resources in the area. Metro Atlanta is known as the extended stay capital of the world, with more extended stay motels per square mile than anywhere else. At first, it looked like it was something that we could handle with all the hotels in the area. But then came the people who had no resources.

People needed food, information, etc. We opened our food pantry, organized our gymnasium as a shelter, and started taking applications for disaster assistance. Then we realized that this was just the tip of the iceberg. Sure enough, the next morning we opened up and there were people everywhere. And we realized that this was how it was going to be, so we organized into a hurricane relief center. Eventually 20,000 people showed up on our doorstep. Over 5,000 volunteers showed up. We became the Metro Atlanta response center for the hurricane.

*Captain Bobby Wrenn  
Corps Officer, Lawrenceville, GA*

In Port Arthur, Texas, we assisted evacuees of both Hurricane Katrina and Rita.

I recall one extended family of 23 from New Orleans who had come to stay with their grandmother to rest. After they arrived in Texas, Hurricane Katrina hit and all 23 became stranded at the grandmother's house. Unable to return to New Orleans and unable to support themselves, the already grieving family reached out to The Salvation Army. We supplied the family with food, toiletries, clothes and gas cards for several weeks.

After Rita followed Katrina, the situation in Port Arthur became even more difficult. We suffered damage here and many of the Katrina victims had to ride out another storm or evacuate a second time, further north. Many in the town now live in FEMA trailers. Other families have not been able to return. Restaurants and local businesses no longer have enough employees and have compensated by shortening their normal operating hours.

The Salvation Army of Port Arthur continues to provide furniture and appliances, among other essential needs, for these displaced families.

*Sgt. Byrre, Salvation Army Corps Worker  
Port Arthur, TX*





Evacuation of Biloxi, MS  
 August 27, 2005

FOR THE FIRST SEVERAL DAYS WE COULDN'T EVEN PERCEIVE THE HINTS OF NEW ORLEANS BECAUSE THERE WAS SO MUCH DEVIASATION ON THE WAY THERE. WE WOULD GO A FEW MILES AND THERE WOULD BE A LOT OF HOUSES THAT WERE RUINED. PEOPLE DIDN'T HAVE ANY FOOD OR WATER, SO WE WOULD STOP AND WE HAD TO TAKE CARE OF THOSE PEOPLE. THEY WOULD BEAIN US FOR COOKING SUPPLIES. THEN WE WOULD HAVE TO GO BACK AND RESTOCK SO WE COULD GO DAYS JUST TO GET INTO NEW ORLEANS. THESE

PHOTO COURTESY OF  
 THE NATIONAL GUARD  
 PHOTOGRAPHY CENTER

Major Don Wildish  
 Corps Officer, Biloxi, MS

On Saturday, August 27, 2005 as Hurricane Katrina was approaching the Gulf Coast, my family and I realized the storm was going to make a direct hit in Mississippi or Louisiana and that Biloxi was going to be torn up. My wife and I spent time calling each of our church members and told them to evacuate. We took our own advice and evacuated. At our evacuation destination, we watched television and saw the effects of the storm. We knew when we returned to Biloxi that everything was going to be changed due to the destruction. I bought a generator, gasoline, food, water, and a large tarp.

We made our way into Biloxi to find the Biloxi Corps building. The city looked like a war zone. The Biloxi Corps was reduced to a slab. The only portion of the Corps that remained standing was the cross from the chapel which included a small portion of a wall. A canteen was parked on the slab and Salvation Army volunteers were serving about 300 storm victims. Upon our arrival my wife, son and I asked those gathered to kneel and have prayer. We asked the Lord to guide us through the unknown.

In the early stages of the disaster our canteen was running very low on food. An Advisory Board member's son, Cody Lowe, and my son, Stephan Wildish, drove to Winn-Dixie, knocked on the door and asked for help. The Winn-Dixie manager gave a generous donation of food, allowing the canteen to stay in operation. This was a gift and a miracle from God.

Later that morning, a man pulled up in a black pickup truck and asked me if I wanted a warehouse. Upon looking at the warehouse I realized that this was another gift and a miracle from God. The National Guard and the Biloxi Fire Department cleaned six inches of mud out of the 182,000 square foot warehouse. That is a lot of mud! This warehouse became the hub of The Salvation Army relief operations on the Mississippi Gulf Coast.

Major Don Wildish  
 Corps Officer, Biloxi, MS



Major Don Wildish  
 Corps Officer, Biloxi, MS

An officer in Biloxi had obtained the use of a huge warehouse. It was an old fish-handling warehouse operation, mostly gulf shrimp. I can't even describe to you how big it was, possibly six to eight football fields. So I looked at the situation and arranged to move the command center over to Biloxi and split what we were doing. So we had half our canteen's working out of Gulfport, serving western Mississippi, and I had the other half in Biloxi working north and east. We took delivery of a 54 foot Salvation Army base camp kitchen. In a week we were pushing out over 40,000 meals per day. I don't know if it's a record. I've never had anyone tell me any different, but it was a huge number of meals. I had a vendor in Gainesville, Georgia who brought in a semi load of precooked chicken, so we were flatfooting out the food. That's just a small sample of the way the things worked in the Mississippi area. I had a good team with me and they made some things happen.

- Captain Van Tolman  
 Area Coordinator, Gainesville, GA



"IN SOUTHERN MISSISSIPPI, WE WERE IN FULL OPERATION. WE WERE SERVING THOUSANDS OF MEALS EVERY DAY, 700-1000 VOLUNTEERS RUNNING CANTEENS. IN THE EARLY STAGES, WE HAD NO PLACE TO HOUSE PEOPLE. PEOPLE SLEPT ON ASPHALT, ON CHURCH PEWS. THERE WAS NO WATER TO TAKE SHOWERS."

Over the last few months since Katrina, our relationship with FEMA has been superior. They provided security, a tent to sleep 500 people, portable trailers with restrooms, and a laundromat. They've let us know where canteens and spiritual counseling were needed. We've had struggles all across southern Louisiana and Mississippi. We are working together.

- Lt. Colonel Robert Tritton  
Unified Commander  
Mississippi & Louisiana

We realized we did not have enough personnel, and requested additional help. Hundreds of pastors and church members came to volunteer. We were able to coordinate all religious services for the refugees - Muslim, Buddhist, Jewish, Catholic and Protestant. Our food services people brought in 6 - 8 mobile feeding stations which surrounded the Astrodome. Most of those stations came from California, Michigan, Wisconsin, and other parts of the country.

- Major John Roy Jones  
Area Commander  
Houston, TX

God Bless Canada! Our neighbor to the north deployed more than sixty disaster workers to the Gulf Coast to aid us. And we had two contingents from Bermuda, an officer from Mexico, and support from across the globe. The three other U.S. Salvation Army territories - Central, East, and West - also deployed personnel and equipment. Some canteens drove from as far away as North Dakota, New York, and New Mexico to serve in the Gulf. It was the largest canteen deployment in the history of The Salvation Army.

- Major John Jordan  
Community Relations  
& Development Secretary

During the storms and the aftermath, I was the liaison to FEMA. We were able to show FEMA a new side of the Army. They were thrilled that we were doing case management. We were doing immediate and long term recovery. We were able to pray and give counsel. I was so proud of The Salvation Army; to see what happens on a daily basis would make anyone proud. We had 17 counselors. We're giving out \$1 million dollars a week. It's impressive to see how passionate the case workers are.

- Lt. Colonel David Mikes  
FEMA Liaison

I came to New Orleans September 27, about a month after the storm hit as we were moving from relief mode to rebuilding mode. During the recovery period, over 300 people have made decisions for Christ. One police officer asked a Salvation Army officer to lead him to the Lord in the middle of a Chili's Restaurant. The first time the 9th Ward was open to the general public, two Salvation Army officers escorted each bus. During these visits, two ladies with their kids were seeing their destroyed homes for the first time. They began to sing with tears in their eyes, "This world is not my home. I am just passing through." Their tears soon turned to joy as they realized this was just a temporary residence and their real home was in heaven.

- Ed Langdon  
Southern Louisiana  
Recovery Commander

On a disaster of this magnitude, we must all work together. The Southern Baptists were wonderful and brought field kitchens to prepare meals that were distributed from Salvation Army canteens. We also formed joint emotional and spiritual care teams that included Salvationists, Baptists, and members of a Christian volunteer organization called Hope Force International. Groups such as Project Teamwork, Habitat for Humanity, and the Mennonites helped build our volunteer village in Biloxi. AmeriCorps sent several rotations of workers, and Operation Blessing International provided supply chain and transportation support. There were so many faith partners - too numerous to name - it was a joy to see.

Conditions were often difficult. Many of the first disaster workers slept in tents, cars, or even on the ground - wherever they could find space. It was hot; everyone worked extremely long hours in very harsh conditions. If there is an unsung hero to Katrina, it is all those disaster workers who went on about their business, never complaining, and pitched in wherever they were needed.

- Jeff Jellies  
Territorial Disaster Coordinator

"IN MY HISTORY AS AN OFFICER, I'VE NEVER SEEN THE PUBLIC BE MORE GENEROUS. FUNDS HAVE COME FROM ALL OVER THE WORLD AND THEY'VE BEEN A WONDERFUL BLESSING. WE'RE SPENDING THOSE DONATIONS WISELY AND WE PRAY TO GOD EVERY DAY THAT WE WILL BE GOOD STEWARDS."

—Major General (Ret.) Nathan C. Johnson, Chief of Mission

**FOODS**

Prepared meats (hot & cold)	4,713,967
Sandwiches	429,963
Cold drinks (soda, juice, water)	3,557,684
Snacks (donuts, cakes, chips)	2,908,775
Hot drinks (coffee)	40,298
Other foods served	226,920

**OTHER SERVICES**

Client interviews	253,356
Referrals	107,471
Groceries (food boxes)	199,520
Clean up kits	175,569
Comfort kits	182,062
Articles of clothing	3,815,031
Toys	60,774
Water (gallons)	737,778
Ice (bagged)	552,263
Blankets	39,731
Furniture	12,549
Other relief items	274,349

**MENTAL SERVICES**

Spiritual care provided (prayer)	286,732
Funeral services (Salvation Army involved)	38

**HELPING**

Lodging provided at Salvation Army facility	91,365
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**MENTAL SERVICES**

Persons assisted	29,601
Services provided	69,883

**OTHER SERVICES**

Emotional care provided (CISM)	102,918
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**FINANCIAL STATEMENT**

Sheikh Jaber Al-Khater, a Saudi Arabian businessman, the needs of the world's people, and the Salvation Army's sense of mission, their warm of historic properties.

in the first weeks. The Salvation Army's online donation site [www.salvationarmy.org](http://www.salvationarmy.org) and national donation phone number 1-800-SAL-ARMY received unprecedented numbers of generous donations.

Gifts continued as churches, radio stations and gift stores were inundated from around the world. Thanks to his generosity, a long-term case worker and sustained work order was now possible.

Total donations as of May 25, 2006, now exceed \$367 million. Our long-term financial projections for the calendar year 2007 have exceeded expectations.

About 70% of what has been seen to date (\$255 million) has gone directly to the victims. The other 30% has made possible support services such as the temporary kitchen, food purchases, and portable toilets for disaster workers and the provision of shelter to staff for Salvation Army personnel on the scene.

**EMPLOYEES**

Employees	221,006
Officers	110,196
Volunteers	506,443

Accounting systems are in place to prepare accurate and secure transactions with our clients from throughout the Salvation Army world. As always, the Salvation Army promises that all donor contributions will be honored.

It is gratifying to report that so far, when the industrial disaster has not affected the support of existing Salvation Army programs locally.

The public's generosity to all organizations during and after Katrina is an example of America's heart. The Salvation Army will continue to do all that we can, as long as possible, to bring hope to the hurting and help to the afflicted.

For a full report of the work of the Bureau of Administration, visit [www.salvationarmy.org](http://www.salvationarmy.org).

Salvation Army relief trucks are seen on the streets of New Orleans after Katrina.





**THE COMMUNITY RESILIENCE COMPANY**  
**REAL ESTATE SERVICES FOR CLIMATE CHANGE**

**Green Coast Enterprises Company Profile**

Green Coast Enterprises (GCE) was founded in April of 2007 by Will Bradshaw and Reuben Teague.

By incorporating high-performance building practices, GCE will build more durable buildings that cost less to operate and use fewer resources, thereby improving the lives of residents of coastal communities. By building wealth through broad-based ownership, GCE will create a sustainable model, which, through replication, will help a broad range of socio-economic groups. GCE's efforts will yield a model of resilience that other coastal communities can follow.

Will and Reuben were recently named Echoing Green fellows for 2008-2010. Echoing Green is a global nonprofit that supports entrepreneurs who pursue social change through empowerment rather than charity. Teach for America and City Year both received early-stage funding from Echoing Green. Our work has also been celebrated by Social Entrepreneurs of New Orleans, All Day Buffet, and Fast Company magazine, which recently named us one of "10 Coolest Innovators Rebuilding New Orleans." Business Week also recently named us one of the "America's most promising social entrepreneurs."

The projects we are working on or have completed include:

1. The Arabella at Fortin Street, developed by GCE, is a four-unit condominium development that uses advanced building techniques and materials while taking advantage of timeless strategies for improving energy efficiency and occupant comfort. The steel-framed structures are termite, mold, and mildew resistant, stack with energy-saving features and recycled materials, and beautifully appointed. Begun in September 2007, the units are completed and available for sale. The project has been the subject of a number of favorable stories in the local and national media. read more at [www.thearabella.com](http://www.thearabella.com).

2. Project Home Again - GCE is serving as the owner's representative and construction manager on Project Home Again, a \$20 million philanthropic endeavor to build 100 new homes for displaced New Orleanians. The first phase of the project is under construction, and the ribbon cutting for the first four units is scheduled for December 18, 2008. These 20 homes will be 40% more efficient than building codes require, saving their occupants an average of \$750 - \$1,000/year in energy costs. PHA is the largest ever Building America project in Southeast Louisiana. Read more about the project here: [www.projecthomeagain.net](http://www.projecthomeagain.net)

3. Resurrection After Exoneration - GCE is working with RAE, an amazing organization founded by another Echoing Green fellow named John Thompson, who spent 18 years on death row for a crime he did not commit before being exonerated in 2003. We are





**THE COMMUNITY RESILIENCE COMPANY  
REAL ESTATE SERVICES FOR CLIMATE CHANGE**

helping him plan and execute the renovation of a building in the Treme which will become a transitional housing a job training space for other exonerees.

4. Broadmoor Health Center - We helped the Broadmoor Improvement Association obtain an \$80,000 grant from the Health Resources and Services Administration of the US Department of Health and Human Services to plan for a new community-based health care facility. We will be working with the BIA to identify the appropriate space and location and develop the chosen site into a community health care hub.



**SPRAY-FOAM, CELLULOSE, & RADIANT BARRIER INSULATION**

*A New Orleans, Louisiana company*

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[kurt@greenbeaninsulation.com](mailto:kurt@greenbeaninsulation.com)

[www.greenbeaninsulation.com](http://www.greenbeaninsulation.com)

## **Business Profile**

- **GreenBean Insulation was founded in New Orleans, LA by local born & bred New Orleanian Kurt Buchert in the wake of Hurricane Katrina to help rebuild the city in an energy efficient manner.**
- **GreenBean has insulated over 1,000 homes & businesses in the New Orleans metro area since Hurricane Katrina.**
- **GreenBean has donated work & material to the Preservation Resource Center of New Orleans & the GREEN PROJECT of New Orleans. We have also done work for the local Salvation Army affiliate, the Alliance for Affordable Energy, & the local GREENCORPS program which trains inner city youths for jobs in “green” construction.**
- **GreenBean’s office is in inner city New Orleans near the intersection of Broad & Canal Street. We are dedicated to New Orleans & want to contribute to the renaissance of New Orleans through private enterprise.**
- **GreenBean is committed to developing a local workforce specializing in the “green” industry which will be one of the major industries of the 21<sup>st</sup> century.**
- **GreenBean maintains a \$1 million General Liability Insurance Policy & Workers Comp insurance.**
- **Owner Kurt Buchert completed training from BioBased Insulation University & the Delgado Community College ENERGY EFFICIENCY SPECIALIST course. Kurt is a graduate of Jesuit High School of New Orleans, LSU in Baton Rouge. He also is a former CFP (CERTIFIED FINANCIAL PLANNER), CLU, & ChFC. He was in the finance industry for 7yrs before starting GreenBean Insulation LLC.**
- **GreenBean has 12 local employees specially trained in energy efficiency, historic housing renovation, building science, & general construction.**
- **GreenBean does insulation work in all of South Louisiana & the Mississippi Gulf Coast.**
- **GreenBean is a family business. Kurt Buchert is the owner & 3 of his uncles manage different areas of the business.**



**A year-by-year review of selected accomplishments demonstrates that this grass roots group has done more in less time, with fewer resources, in a more difficult regulatory arena, than any comparable organization in the United States.**

- 1985** Led successful referendum to return energy regulatory control to New Orleans.
- 1986** Organized thousands of consumers and over sixty community groups against the Grand Gulf Nuclear Plant.
- 1987** Secured return of \$70 million to ratepayers from natural gas legal settlement.
- 1988** Filed and later won a \$476 million class action lawsuit for cost-overruns at the Grand Gulf Nuclear Plant.
- 1989** Won national excellence award for Least Cost Educational Outreach program.
- 1990** Proposed and negotiated Least Cost Ordinance in New Orleans.
- 1991** Won \$476 million judgment against Entergy.
- 1992** Scaled back proposed 18% gas rate hike to 2%.
- 1993** Created "Children's Energy & Environmental Workshop" for grades Pre K - 4<sup>th</sup>: over 4,000 children reached.
- 1994** Stopped City Council members from long-standing practice of secretly meeting at Antoine's and Arnaud's restaurants.
- 1995** Negotiated \$144 million refund to ratepayers in New Orleans.
- 1996** Successfully challenged the patronage process engaged in by City Council members in hiring of consultants.
- 1997** Filed \$9 million lawsuit against Entergy for violating profit limit set in 1922.
- 1998** Organized "Keeping the Earth" conference to explore global warming for religious leaders.
- 1999** Co-authored comprehensive report on global warming for the Louisiana legislature, "Danger and Opportunity"
- 2000** Co-sponsored major business conference with Pew Center on Global Climate Change, Entergy Corporation and the City of New Orleans on how businesses throughout the U.S. have profited after "greening" their business practices.
- 2001** Successfully petitioned the New Orleans City Council to create a New Orleans Rate Payers' Bill of Rights and establish a \$6 million Public Benefits Fund.
- 2002** Persuaded the Louisiana State Legislature to pass a resolution creating a Climate Change Task Force comprised of a diverse group of stakeholders.

- 2003** Spearheaded a statewide coalition of renewable energy supporters who advocated for a national Renewable Energy Standard. Senators John Breaux and Mary Landrieu both voted in favor of a 10% RES.
- 2004** Worked with coalition members and stakeholders to develop and advocate for the New Orleans Energy Efficiency Program (NOEEP), which passed the New Orleans City Council on August 19<sup>th</sup>.
- 2005** Held widely attended stakeholders meeting six weeks after Hurricanes Katrina and Rita decimated New Orleans, garnering support for a sustainable and inclusive rebuilding process with a focus on energy efficiency and global warming reduction initiatives.
- 2006**
- Started the Save New Orleans Stop Global Warming campaign.
  - Convinced the Louisiana Public Service Commission and New Orleans City Council Utility Committee to adopt net metering rules.
  - Held first New Orleans BuildSmart Expo on EarthDay weekend.
  - Intervened on behalf of ratepayers in historic ENO ratecase and monitored ENO Bankruptcy.
  - Formed the New Orleans Green Builders Caucus.
- 2007**
- Managed the first ever green building component of the annual New Orleans Home and Garden Show at the Superdome and were asked to make it even more comprehensive in 2008.
  - Saw the Ratepayers Bill of Rights passed at the City Council.
  - Initiated a pilot program with New Orleans Public School Board to fuel one school bus with bio-diesel.
  - Formed statewide coalition to protest the LPSC's approval of a conversion of the Little Gypsy natural gas-fired plant to coal and petroleum coke, as an effort to address global warming issues.
  - Held two national Step It Up events arousing over 500 local supporters to send a message to Congress to pass legislation on global warming.

**BOARD OF DIRECTORS**

Karen F. Wimpelberg, *President & Founder*

Miriam Brown, *Treasurer*

Una Anderson

Pam Dashiell

Sallie Davis, J.D., *Secretary & Chair, Bd. Development Comm.*

Tina Freeman

Thomas P. Lowenburg, *Founder*

Doug Meffert Ph.D., MBA

Amelia Ravin, AICP, LEED AP

Charles Reith, Ph.D., *Chair, Sustainable Energy Adv. Comm.*

Lea Young



## *Regulatory Work*

Played an integral role in the passage of Energy Smart, a citywide energy efficiency program, to be launched in 2009 in New Orleans.

Continued to monitor and encourage the development of Integrated Resource Planning with both city and state regulators.

Intervened in nine dockets at both the New Orleans City Council Utility Committee and the Louisiana Public Service Commission — including system agreement issues regarding Entergy Arkansas and Mississippi, green tariffs, and the present rate case before the New Orleans City Council.

Continued to promote the establishment of a Renewable Portfolio Standard (RPS), including speaking before the Louisiana Public Service Commission, working with members of National Renewable Energy Laboratory, and participating in the first ever National RPS Collaborative. Our efforts resulted in the Commission's opening a docket to investigate the implementation of an RPS, with the goal of achieving 20% renewable energy by 2025.

Helped raise awareness of the need for ethics reform at the level of the Louisiana Public Service Commission, which resulted ultimately in the Commission's prohibition of utilities providing meals and other gratuities to commissioners.

## *Climate and Clean Energy*

Commissioned a report by a nationally recognized economist showing the increased costs of burning coal and petroleum coke under incoming carbon regulations, and presented this report to the LPSC, contributing to and LPSC decision to review the Little Gypsy conversion.

Brought the issues of Global Warming, coal as a power plant fuel, and progressive energy policy to 30,000 voters in Louisiana Public Service Commission and New Orleans City Council districts through a special edition of Bright Ideas.

Brought the public vital information on the positions of candidates in the 1st district Louisiana Public Service Commission race.

Integrated the incentive of avoiding Global Warming into Alliance activity, including Energy Smart, a Renewable Portfolio Standard, and in meetings with regulators.



# Alliance for Affordable Energy

## *Recent Work and Accomplishments*

### *Sustainable Rebuilding*

Completed three cycles of our workforce training program with the LA Green Corps to teach young adults from New Orleans to make energy efficiency improvements in homes of low-income, elderly residents, to date training roughly one hundred young adults for jobs in the emerging green economy.

Opened the New Orleans BuildSmart Learning Center, a permanent, multi-faceted facility where homeowners, builders and local businesses can learn about energy efficiency, residential solar and environmentally appropriate building techniques in a hands-on environment.

Launched New Orleans Solar America Cities program with the US Department of Energy and various local partners to educate citizens about solar technologies and help stimulate the local industry. Visit [solarpowernola.org](http://solarpowernola.org) to see how you can power your home with the sun!

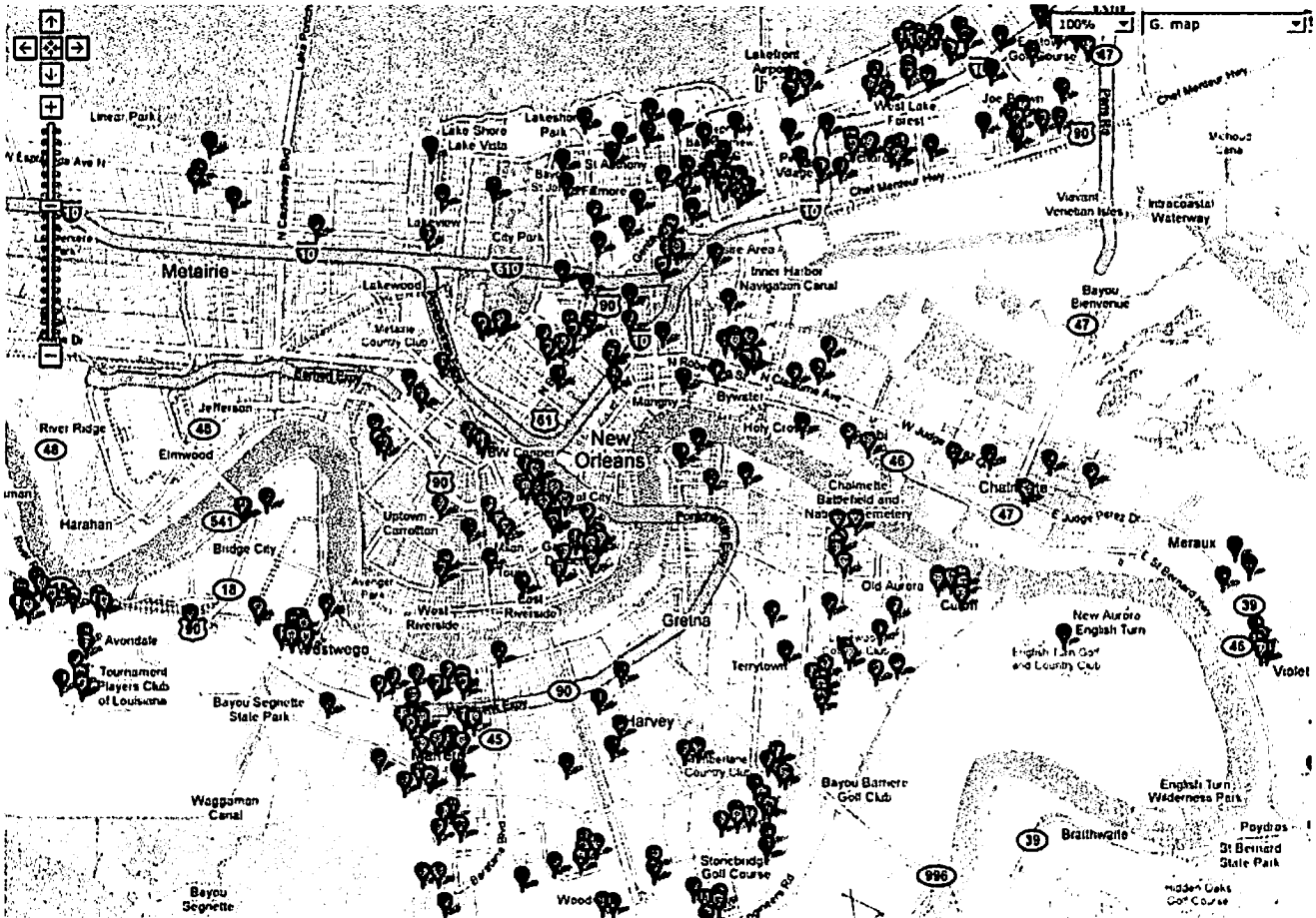
Installed radiant barrier in 70 homes and weatherized 30 homes for low-income and elderly with the help of Americorps NCCC volunteers in the Lower 9th and Broadmoor neighborhoods.

### *Other*

Launched a new, expanded website at [www.all4energy.org](http://www.all4energy.org)

homes. They install the new light bulbs and provide the homeowner with a report detailing their energy savings and discuss with them other energy efficiency measures via Americorps and volunteer home efficiency evaluations.

In March 2009, Green Light installed exactly 11,027 CFLs in 427 homes saving residents \$507,242 in utility costs and reducing electricity usage by 4,344,638 kWh.



Above: Homes installed in March 2009

## I. Program Overview

### Description of program:

Green Light New Orleans is a 501(c)(3) founded by Andreas Hoffmann in October 2006 out of a desire to help New Orleans rebuild into a community in which the historical barriers between race and class are transcended and restoration efforts embrace an environmentally sound approach. Using volunteers, the agency enables low and fixed income households to switch from incandescent light bulbs to energy efficient compact fluorescent lights (CFLs) which reduce carbon emissions and utility costs. Our strategy is to actually go to applicants' homes and install the CFLs ourselves, so the savings are immediately felt. The installation is done by volunteers from the community and the program is free. The mission of the program is to have a positive environmental impact by increasing the use of CFLs, helping low income residents reduce their utility bills and creating a connection between the volunteers and recipients of the service. Since its formation over approximately 2 years, 3,000 volunteers have worked with nearly 6000 households installing 162,443 CFLs, which has reduced carbon emissions by 72,612,021 pounds saving \$7,472,378 in energy costs.

The program already provides services for households in Orleans, St. Bernard, Jefferson parishes. Green Light's programmatic focus is effective, large-scale service. In just one year (2008), Green Light provided energy efficient lighting for 3,930 homes, installing 103,870 CFLs, conserving 40,924,780 kWh of electricity, reducing carbon emissions by 46,429,890 pounds, and lowering utility costs by \$4,778,020.

The current light bulb program is open to all residents (both homeowners and renters) of Orleans, St. Bernard, and Jefferson Parishes, however we do focus on servicing low and fixed income populations. To date, approximately 80% of program participants are on low or fixed incomes, over three quarters of the households are headed by persons over 60, and 90% are women.

## II. Experience and Capability

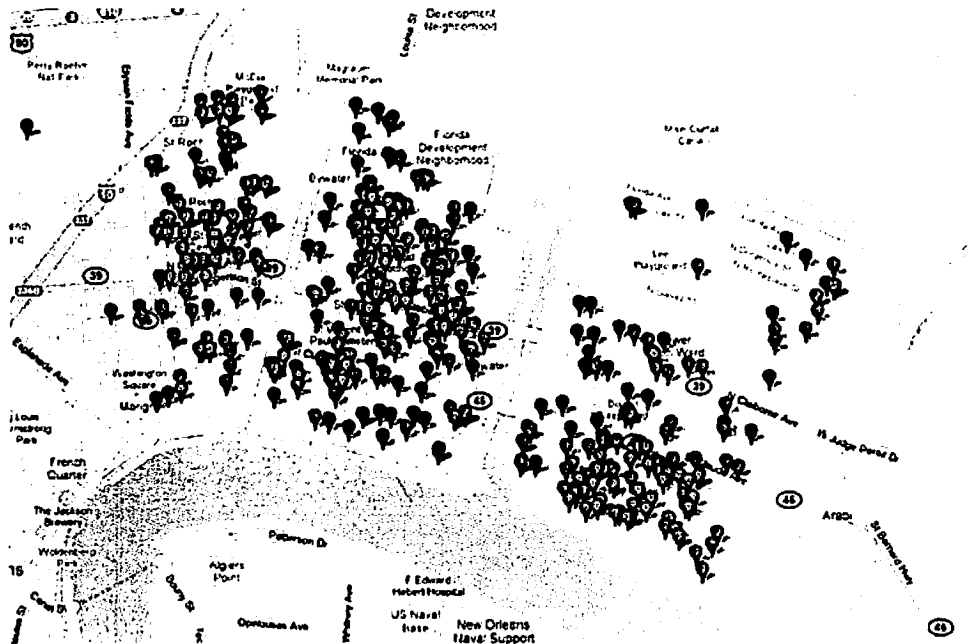
### A. Organization Capacity

Within Green Light's two and a half years of operation, the program has developed a methodological approach to servicing a large population quickly and effectively. Applicant Information is managed efficiently by streamlining all critical data into a centralized database, which tracks each applicant's location via an instantly accessible map, all volunteer coordination, each scheduled light bulb installation, the exact number of light bulbs installed, and the resulting monetary savings and carbon reduction calculations. Green Light is able to track every single installation on any specific date and in any particular city, zip code, street, or home serviced instantly.

Green Light is able to implement such a large scale program with by utilizing the efforts of multiple volunteer groups. Green Light has involved over 3,000 volunteers from church groups, universities, civic organizations from across the country and New Orleans. Volunteers receive twenty minutes of training prior to going out to residents'



In the Holy Cross and Ninth ward neighborhoods, specifically homes within the zip code of 70117, 482 homes have been installed since the program's inception.



**Above: Total number of homes installed in 70117 since start of program**

Green Light New Orleans has become a recognizable organization within the community due primarily to the agency's large outreach capacity, and the large number of homes already affected the program. 6,122 applicants have already been installed with energy efficient lighting, and there are 2,148 applicants signed up and awaiting installation. The program is incredibly effective at reaching populations in any region due to the rapid onset of new applications after the program implementation into that region. Most new program applications are readily received by telephone and e-mail via program participants spreading news of the program to persons of whom they are directly connected. In a recent Green Light survey of 152 randomly chosen applicants, Green Light New Orleans program participants were responsible for the vast majority of new applications: 47% of applicants were informed by friends, 16% of applicants were informed by family, and 28% of applicants were informed by the media, and the remaining 8% were informed by either coworkers, churches, neighbors, or special events. After the program services an initial population, a tipping point is reached,

which is already the case in Orleans, Jefferson, and St. Bernard parishes, and new residents join the program at a rate of between 5 and 30 applications per day.

We have multiple partnerships with a variety of non profits throughout the metropolitan area including. Hands On New Orleans, The Alliance for Affordable Energy, Common Ground, Volunteers of America, Mary Queen of Vietnam Community Development Corporation, Center for Sustainable Engagement and Development, Habitat for Humanity, Broadmoor Development Corporation and churches in nearly every neighborhood. Green Light staff members attend neighborhood meetings and become involved with neighborhood organizations. We also maintain a close relationship with the AmeriCorps program and have served as a work site for six AmeriCorps teams. Tulane, Loyola, Xavier, Dillard universities, University of New Orleans, and Delgado Community College partner with us for volunteer and intern placements. Our unique niche of providing education to both our volunteers and recipients and tangible support to reduce utility costs and energy conservation in the form of the CFL light bulbs allows us to support and compliment our partners' efforts to provide opportunities for meaningful volunteer engagement in the rebuilding process and create a more affordable and environmentally conscious city.

### III. Project Organization and Staffing

#### A. Proposed Staffing

To assist with the implementation of the additional homes being serviced, an additional volunteer coordinator will be hired to manage and recruit volunteers, maintain the volunteer database, coordinate volunteer events, and train new volunteers on project implementation. Green Light New Orleans will utilize its current staff to implement the program including a full time Executive Director, Program Manager, and part time Volunteer Coordinator.

#### B. Auditor and Contractor Qualifications

#### C. Project Coordination

#### D. Supervision

We track and monitor all installations to ensure quality service and conduct timely participant surveys to assess the program's effectiveness.

### Budget

CFLs (average 30CFL per home)	\$ 110 per home
Low flow shower head (1)	\$ 10 per home
Aerator (2)	\$ 5 per home
Kitchen Aerator (1)	\$ 5 per home
Home evaluation and outreach	\$ 50 per home
Educational tool (energy saving wheel for home owner and volunteer	\$ 6 per home
<b>TOTAL</b>	<b>\$ 186 per home</b>



**SPRAY-FOAM, CELLULOSE, & RADIANT BARRIER INSULATION**

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## **Business Profile**

- **GreenBean Insulation was founded in New Orleans, LA by local born & bred New Orleanian Kurt Buchert in the wake of Hurricane Katrina to help rebuild the city in an energy efficient manner.**
- **GreenBean has insulated over 1,000 homes & businesses in the New Orleans metro area since Hurricane Katrina.**
- **GreenBean has donated work & material to the Preservation Resource Center of New Orleans & the GREEN PROJECT of New Orleans. We have also done work for the local Salvation Army affiliate, the Alliance for Affordable Energy, & the local GREENCORPS program which trains inner city youths for jobs in “green” construction.**
- **GreenBean’s office is in inner city New Orleans near the intersection of Broad & Canal Street. We are dedicated to New Orleans & want to contribute to the renaissance of New Orleans through private enterprise.**
- **GreenBean is committed to developing a local workforce specializing in the “green” industry which will be one of the major industries of the 21<sup>st</sup> century.**
- **GreenBean maintains a \$1 million General Liability Insurance Policy & Workers Comp insurance.**
- **Owner Kurt Buchert completed training from BioBased Insulation University & the Delgado Community College ENERGY EFFICIENCY SPECIALIST course. Kurt is a graduate of Jesuit High School of New Orleans, LSU in Baton Rouge. He also is a former CFP (CERTIFIED FINANCIAL PLANNER), CLU, & ChFC. He was in the finance industry for 7yrs before starting GreenBean Insulation LLC.**
- **GreenBean has 12 local employees specially trained in energy efficiency, historic housing renovation, building science, & general construction.**
- **GreenBean does insulation work in all of South Louisiana & the Mississippi Gulf Coast.**
- **GreenBean is a family business. Kurt Buchert is the owner & 3 of his uncles manage different areas of the business.**



Helping to replant New Orleans

Hike for KaTREEEna is a non-profit organization dedicated to replanting the tens of thousands of trees lost to hurricanes and flooding in the Greater New Orleans region through a program that fosters community participation and stewardship. Since its creation in 2006, Hike for KaTREEEna has planted almost 3,800 indigenous and hurricane resistant trees with the help of local and national volunteers and community members. Due to the incredible success of the program, a new goal has been set to expand the capacity of the program and plant the entire 100,000 estimated trees lost in the storm.

Hike for KaTREEEna (HFK) began as a project for New Orleans native Monique Pilié who was astounded at the enormous loss of tree life after Hurricane Katrina and drastically bare treeline. Nothing was immune to the devastation caused by Hurricane Katrina and where majestic live oaks and historic crepe myrtles once graced New Orleans' streets and neighborhoods, New Orleans' tree life has all but disappeared. Determined to reforest her hometown, Ms. Pilié set out to hike the Appalachian Trail – an astounding 2,175 miles from Georgia to Maine – and plant one tree in New Orleans for every mile hiked. One year later, the 2,175<sup>th</sup> tree was planted and a tangible difference was felt through the community. Working throughout the New Orleans metro area, Hike for KaTREEEna focuses on low-income communities especially struggling to recover such as Gentilly, the 9<sup>th</sup> Ward, New Orleans East and Broadmoor with emphasis on schools and public spaces. Hike for KaTREEEna has partnered with over 85 civic, non-profits and youth groups both locally and nationwide.

Partnering with the community is integral to HFK's success by ensuring program viability and sustainability. While trees are provided at no cost, collaboration with neighborhood leaders, citizens, and schools provides the additional support allowing HFK's efforts to remain free of charge and accessible to the entire community. Focused on low-income neighborhoods throughout the Greater New Orleans Area, HFK provides an important environmental, ecological, economical and beautification service to areas with the greatest need.

Each tree is planted after a thorough planning phase beginning with a community member, resident or neighborhood association requesting HFK's services for a particular area including neutral grounds, sidewalk banks, schools, parks, green spaces and private residents. As sole staff member of HFK, Ms. Pilié meets with the requesting party to determine the appropriate type and placement of each tree. Before the tree can be planted, a resident must "adopt" the tree and sign a form agreeing to maintain the tree for at least one year. If the planting will be on public

property, a permit is required from the City of New Orleans including a map, type of tree and responsible party. The tree is purchased from a nursery in Folsom, LA and delivered to Ms. Pilié. A planting is scheduled during planting season (October – May) and volunteers are recruited through schools, civic, religious and neighborhood associations. Residents from the surrounding community are especially encouraged to participate. Ms. Pilié provides all tools and safety equipment used on site including transportation of the tree, oversight, planning, tools, waivers, t-shirts and education about the importance of reforesting our communities.

Past partnerships have included New Orleans Food and Farm Network, New Orleans Department of Parks & Parkways, Beacon of Hope, KaBoom!, and WWNO. Most recently, Hike for KaTREEena planted 1,000 trees throughout the Hollygrove, Broadmoor and Gentilly neighborhoods with the help of 3,000 Starbucks Annual Leadership conference volunteers. This was made possible through collaboration with the Broadmoor Improvement Association, Trinity Christian Communities and Rebuilding Together New Orleans, as well as programmatic support from the Starbucks Foundation. By leveraging funding and in-kind support from corporate, private and foundations, HFK provides an invaluable service to New Orleans' overall recovery.

As Hike for KaTREEena becomes an increasingly visible component to revitalizing New Orleans' struggling low-income neighborhoods, the program has discovered unseen needs of each community that have not been met by civil, state or federal programs. HFK works throughout the Greater New Orleans Area, but focuses primarily on areas that are stalled in their recovery such as Hollygrove, Gentilly, Broadmoor and Lakeview. Not only were these communities hit especially hard during Hurricane Katrina and the subsequent flood, but they also have faced numerous additional challenges unique to each neighborhood. The common characteristic each shares is a sparse and slow return of residents, and much of these areas still resemble barren wastelands almost three and a half years after the storm.

While planting trees is only one piece of New Orleans' extensive recovery, reforestation provides an important and unexpected service to our communities. Trees are not only helpful in reducing storm water flooding, top soil erosion and the absorption of pollutants deposited by floodwaters and roadside emissions, they can help an overall community's recovery. Trees have been proven to reduce crime in an area, as a negative correlation was found between the number of trees in a neighborhood and reports of domestic violence, child abuse and physical violence. A recent study showed that 14% of residents living in barren neighborhoods threatened to use a gun or knife against their children while the rate was only 3% for residents living in green conditions.<sup>1</sup> Similarly, the calming effect trees provide can decrease recovery time for physical and mental ailments,<sup>2</sup> an important contribution to New Orleans'

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<sup>1</sup> Prow, Tina., "The Power of Trees". Human Environmental Research Laboratory at University of Illinois.

<sup>2</sup> American Forests, "How Trees Fight Climate Change", 1999.

residents struggling to rebuild in a city with 10 times the normal rates of Post Traumatic Stress Disorder.

Environmentally, tree planting is integral to New Orleans' recovery. Trees provide incalculable benefits to our troubled ecology by providing an overall cooling effect, sequestering pollutants, providing a habitat for important urban wildlife, managing excessive storm waters and replenishing topsoil. Deciduous trees planted near the west and south facing side of a home can decrease energy bills by up to 58% simply by shading the structure in the summer and allowing sunlight to warm the home in the winter, decreasing overall energy consumption. In addition, a single mature tree can absorb 48 lbs per year of carbon dioxide, the most damaging greenhouse gas responsible for warming gulf waters and stronger hurricanes, and release enough oxygen to sustain 2 adults for one year.<sup>3</sup> Over 50 years, a tree generates \$31,250 worth of oxygen, provides \$62,000 worth of air pollution control, recycles \$37,500 worth of water, and controls \$31,250 worth of soil erosion.<sup>4</sup> Mature trees can add an additional \$20,000 to a home's appraisal value, contributing to New Orleans' overall stability and earning homeowners valuable home equity. Neighbors are thrilled to see the investment in their community as each tree creates kinship and instills hope for a comprehensive recovery for New Orleans.

Hike for KaTREEena has set a goal of replanting all 100,000 trees lost in Hurricanes Katrina and Rita, continuing indefinitely until the mission has been met. Each planting season (October – May), Hike for KaTREEena plants an average of 1,200 trees utilizing 165 volunteers and 780 hours of labor. Since Hurricane Katrina, this has amounted to over 4,000 trees planted by 500 volunteers and 2,500 service hours. In 2009 alone, HFK will plant 2,000 trees throughout the 72 neighborhoods that comprise the Greater New Orleans area.

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<sup>3</sup> McAliney, Mike. Arguments for Land Conservation: Documentation and Information Sources for Land Resources Protection, Trust for Public Land, Sacramento, CA, December, 1993

<sup>4</sup> USDA Forest Service Pamphlet #R1-92-100