



Rich Maggiani

Resource Planning & Communication Consultant
 Over 30 years experience, with MSA degree
 Fellow, Society for Technical Communication
 Award-winning communicator
 Extensive energy industry expertise
www.SolariCommunication.com

Professional Skills

Resource Planning Consultant. Communicate a variety of materials related to energy integrated resource planning—especially toward adding increasing amounts of large-scale and distributed energy renewable resources—while working closely with utility planners, managers, and executives as well as professional energy consultants.

Communication Consultant. Evaluate and assess the most effective means for communicating multi-faceted energy information to your wide array of stakeholders.

Presenter. Public speaker and presenter on energy and communication topics; author of *Presenting with Poise*.

Toward Humanity Blog

Writer and publisher of *Toward Humanity*, since all communication must be for the benefit of humanity and bring us all closer together toward a common goal.

<http://www.solaricommunication.com/toward-humanity/>

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Experience

Solari Communication

Washington, District of Columbia. 2004–Present
 Planning and communication for the energy industry

PDI Creative

Burlington, Vermont. 1988–2004
 Marketing and communication agency (staff of 18)

Page Designs Inc

President and Founder. 1988–Present

Writer/Editor, Trainer

Vermont State Colleges; Waterbury. Vermont.
 1985–1989

Information Developer

IBM; Poughkeepsie, New York. 1981–1985

Teacher and Instructor

Adjunct Professor of required Technical Writing course.
 Champlain College; Burlington, Vermont. 2007–2008.

Adjunct Professor teaching graduate-level Business Writing and a Writing Workshop, plus an undergraduate elective Managing a Small Business and Computer Literacy. Saint Michael's College; Colchester, Vermont. 1990–1998.

Education, MSA, BS

Master of Science in Administration

Saint Michael's College; Colchester, Vermont. 1993.
 Summa cum laude

Bachelor of Science

Mathematics; Education, Communication. Bridgewater State University; Bridgewater, Massachusetts. 1980.
 Cum laude

Italian Coursework

Italian 101 and Italian 201 course work. University of Vermont, Burlington, Vermont. 2018–2020.
 Continued independent course work, 2020–present

Teacher Certification

English, Mathematics, Secondary Education

Utility and Energy Industry

2021 Cheyenne Light and Black Hills Power Integrated Resource Plan. Black Hills Energy sought out and contracted with Solari to write the joint Cheyenne Light (Wyoming) and Black Hills Power (South Dakota) 2021 Integrated Resource Plan. The IRP was supported by fifteen appendices. Solari was chosen because of our extensive experience in planning and writing IRPs that incorporate increasing amounts of renewable generation onto the power grid. *Black Hills Energy*, Rapid City, South Dakota. January–July 2021.

Transforming the Creation of Integrated Resource Plans (IRPs).

A second edition of our research study and report about the wholesale transformation in integrated resource planning. This edition includes updates regarding DER maps, sub-transmission and distribution issues, energy storage, and the ultimate transformation to integrated grid planning. *Solari Communication*; Washington, DC. January 2019.

Integrated Resource Plan 2018. Vermont is at the leading edge of integrating distributed energy resources and utility-scale renewable generation into the grid, based on its Renewable Energy Standard (unique in the country) and 2016 Comprehensive Energy Plan. Solari worked closely with staff and executives to design and develop the modeling and analysis necessary to attain these goals, and to communicate this information in its latest IRP. *Green Mountain Power*; Colchester, Vermont. June–December 2018.

Economic Impact Analysis of Changing River Flow Requirements. Presentation for Turlock Irrigation District Water & Power, given to the California Public Utilities Commission. *Ascend Analytics*; Boulder, Colorado. May–June 2018.

The Integrated Resource Planning Transformation. Our initial study and report about the many factors affecting the transformation in resource planning. The report is the result of over three dozen personal interviews with resource planning managers, resource planners, utility executives, and industry consultants from across the country. Topics include the proliferation of distributed resources and large-scale renewables, legislative and regulatory mandates, intervenor involvement, energy storage, communication, integrated distribution planning, and the evolving utility business model. *Solari Communication*; Washington, DC. September 2017–April 2018.

Power Supply Improvement (PSIP) Integrated Resource Plan (IRP): December 2016. This updated PSIP outlined how the utility planned to attain 100% RPS by 2045, and how that target could be achieved earlier. As lead writer, editor-in-chief, and document coordinator: explained how the three modeling tools (RESOLVE, PowerSimm Planner and PLEXOS) were run and how those results were used to create an action plan for an overhaul to the utility's electric power grid to integrate increasing amounts of renewable generation and DER. *Hawaiian Electric Companies*; Honolulu, Hawai'i. April 2016–December 2016.

PSIP Update Revised Analytical Approach and Work Plan. The plan documented the revised work plan for creating the PSIP to be filed in December. Again as lead writer, document

designer, editor-in-chief, and document coordinator: detailed the modeling and analysis steps to run three modeling tools (RESOLVE, PowerSimm Planner and PLEXOS), and how results would be assessed for creating an action plan for implementing the PSIP resource plan. *Hawaiian Electric Companies*; Honolulu, Hawai'i. April 2016–September 2016.

PSIP Resource Plan: April 2016. Writer, document designer, editor-in-chief, and document coordinator for this detailed update and expansion of the current PSIP energy resource plans; worked closely with consultants and utility staff, including company executives. This PSIP was a step in creating the PSIP filed in December. *Hawaiian Electric Companies*; Honolulu, Hawai'i. September 2015–April 2016.

PSIP Update Interim Status Report. Lead writer, editor, and document manager for this status report on the progress of creating an updated PSIP. The report discussed in detail a new analysis and planning process that included iterative, integrated analytical cycles for demand response (DR), utility-scale resources, and distributed energy resources (DER). *Hawaiian Electric Companies*; Honolulu, Hawai'i. November 2015–February 2016.

Proposed PSIP Revision Plan. Writer, editor-in-chief, and document coordinator for this overview plan on how the utility expected to create an updated PSIP. *Hawaiian Electric Companies*; Honolulu, Hawai'i. November 2015.

Cost Recovery Through a Rate Adjustment Mechanism Application. Wrote the salient portions of this application filed with the Hawai'i Public Utilities Commission to recover capital expenditures above a predetermined cap on grid investments through a rate adjustment mechanism. Worked closely with electric utility and their Regulatory staff. *Maui Electric Company*; Kahului and Honolulu, Hawai'i. September–October 2015.

Maintaining Reliability as Variable Renewables Proliferate. This study analyzes the underlying reasons for outages on the island grids, and presents alternatives for solutions and improving system security. Interviewed several department leads and wrote the report for internal consideration. *Hawaiian Electric Companies*; Honolulu, Hawai'i. April 2015–September 2015.

Daymark Brand of Excellence. Wrote a focused guide for use by energy consultants on the company's new brand identity; presented and trained staff on marketing and branding. *Daymark Energy Advisors*; Boston, Massachusetts. February–November 2015.

Smart Grid Foundation Project. Writing an update to the *Smart Grid Roadmap and Business Case* first written in 2014. Project includes refocusing the overall message changing graphics, and redesigning the cover and overall document. Working with two outside technical consultants, and Hawaiian Electric staff. *Hawaiian Electric Companies*; Honolulu, Hawai'i. February–August 2015.

System Security Study. Rewrote and editing the technical study about system security recommendations in the face of planned and unplanned outages (contingencies). *Electric Power Systems*; Anchorage, Alaska. January–March 2015

Power Supply Improvements Plans (PSIPs): 2014. In response to three Hawai'i Public Utilities Commission Dockets, acted as editor-in-chief, writer, and designer for three coordinated energy resource generation plans for increasing renewable resources, one for each operating utility: Hawaiian Electric, Maui Electric, and Hawai'i Electric Light. Outlined the plans' content; organized the submission of information with company staff and five outside consulting agencies, edited and rewrote content as necessary, designed the page layout, and produced the final reports. *Hawaiian Electric Companies*; Honolulu, Hawai'i. May–November 2014.

Integrated Demand Response Portfolio Plan (IDRPP). Working closely with a Senior Vice President and an external consulting firm, wrote the Executive Summary for this portfolio of demand response plans at a level understandable by the general public, although the primary audience was the Hawai'i Public Utilities Board. *Hawaiian Electric Companies*; Honolulu, Hawai'i. June–August 2014.

Smart Grid Roadmap and Business Case. In response to a Hawai'i Public Utilities Commission Docket, wrote this report on how Hawaiian Electric planned to implement smart grid technologies through its three operating utilities on its five service islands. Written as a narrative to communicate in a manner that could readily be understood by industry experts and especially customers. *Hawaiian Electric Companies*; Honolulu, Hawai'i. January–May 2014.

2013 Integrated Resource Planning (IRP) Report. Employed writing, editing, document design and layout, project management, and consulting services for this year-long IRP process (based in part on scenario planning) incorporating Hawaiian Electric Company, Maui Electric Company, and Hawai'i Electric Light Company, with the integral involvements of company resource planners, engineers, and executives, plus a 68-person external Advisory Group (appointed by the Hawai'i Public Utilities Commission). *Hawaiian Electric Companies*; Honolulu, Hawai'i. May 2012–August 2013.

Generation Requirements and Cycling Study: Executive Summary. Wrote and designed an 18-page Executive Summary of a 100-page technical study. Consulted and edited a presentation of the study delivered by Electric Power Systems to the Reliability Standards Working Group (RSWG) which garnered the attention of Hawai'i Governor Neil Abercrombie. *Hawaiian Electric Companies*; Honolulu Hawai'i. December 2012–August 2013.

Solar Installation System Impact Study. Editing, document design and layout, and project management of this siting study. *Green Mountain Power*; Colchester, Vermont. January–March 2012.

2011 Integrated Resource Plan (IRP). Writing, editing, organizing, graphic design and layout, and project management of this IRP based on scenario planning, under a strict deadline. *Green Mountain Power*; Colchester, Vermont. March–June 2011.

Massachusetts Department of Energy Resources (DOER) Renewable Portfolio Standard Requirements Feasibility Report. Wrote the Executive Summary, and rewrote, edited, and designed the entire report. *La Capra Associates (now Daymark Energy Advisors)*; Boston, Massachusetts. August–October 2008.

Connecticut Energy Advisory Board (CEAB) Electricity Procurement Report. Project management, writing, editing, organization, graphic design and layout. *La Capra Associates (now Daymark Energy Advisors)*; Boston, Massachusetts. July–August 2008.

Report to Anchorage Municipal Light and Power on Energy Efficiency Incentives. Document design, writing, and editing. *Grimason and Associates*; Shelburne, Vermont. March–April 2008.

2007 Integrated Resource Plan (IRP). Writing, editing, interviewing, organization, graphic design and layout, and project management of this IRP based on scenario planning. *Green Mountain Power*; Colchester, Vermont. March–May 2007.

enQuesta Utility Software Suite. Recreated the entire library and training materials into a task-oriented style: library design, writing, editing, organization, book design, graphic design and layout, audience analysis, project management, online help, training materials, user guides, marketing materials, interactive training materials, script writing, voice over, course catalog, marketing materials, template design for these areas:

- Marketing materials
- Software user guides
- System user guides
- Online help
- Product update release notes
- Training materials and course development
- Course catalog

Systems & Software (Harris Computer Systems); Williston, Vermont. 1999–2000; 2003–2007.

Customer Service and Electric Utility Management. Wrote, edited, and designed procedures and explanations of budget billing, fixed bills, managing loans, customer service management, billing, cash receipts, collections, meter management, new customer sites, and using a web interface. *Marquette Board of Light & Power*; Marquette, Michigan. August 2006–April 2007.

Utility Billing Procedures. Wrote, edited, and designed instructions and details for creating average annualized customer bills. *City of Minneapolis Water Works*; Minneapolis, Minnesota. December 2006.

Customer Service and Electric Utility Management. Wrote, edited, and designed procedures and explanations of budget billing, fixed bills, managing loans, customer service and account management, billing, cash receipts, collections, meter management, new customer sites, system security, and using a web interface. *Electric Power Board of Chattanooga*; Chattanooga, Tennessee. April 2005–November 2006.

Utility Information Reporting. Wrote and edited instructions for creating customized reports of customer information. *Martin County Utilities*; Stuart, Florida. October 2006.

Utility Management and Customer Service. Wrote, editing, and designed instructions and explanations for accounts payable checks reconciliation, customer service, workflow management, billing and collections, new customer sites, meter reading and management, cash payments and processing, and information reporting. *Semco Energy Gas Company*; Port Huron, Michigan. March 2006–September 2006.

Customer Service Management. Wrote, edited, and designed procedures for tracking electricity consumption and for maintaining accurate customer information. *City of Atlanta Water Works*; Atlanta, Georgia. September 2006.

Customer Account Management. Wrote and edited instructions for setting the status of customer accounts. *South Coast Water District*; Laguna Beach, California. August 2006.

Customer Service and Utility Management. Wrote, edited, and designed procedures, descriptions, and instructions for processing cash receipts, billing and collections, operational work management, meter management, new customer sites, and customer service. *Oklahoma City Water Department*; Oklahoma City, Oklahoma. October 2005–June 2006

Customer Service and Utility Management. Wrote, edited, and designed procedures and explanations for budget billing, fixed bills, managing loans, customer service, billing, cash receipts, collections, meter management, new customer sites, and using a web interface. *Village of Freeport Utilities*; Freeport, New York. April 2005–April 2006.

Utility Customer Service Processes. Wrote, edited, and designed procedures and descriptions for web interfaces, delinquent bills, messages on bills, work managements, billing and collections, meter management and readings, new customer sites, accounts receivables, and customer service. *City of Milwaukee Water Works*; Milwaukee, Wisconsin. October 2005–March 2006.

Utility Billing Procedures. Wrote, edited, and designed procedures and instructions for adjusting customer bills and collecting delinquent bills. *Detroit Water Department*; Detroit, Michigan. June 2005–January 2006.

Electric Utility Billing Processes. Wrote, editing, and designed, instructions for time-of-use billing. *Azusa Light and Water*; Azusa, California. September 2005–January 2006.

Utility Bill Messaging. Wrote and edited instructions for listing messages on customer bills. *City of Greensboro Utilities*; Greensboro, North Carolina. December 2005.

Utility Financial Processing. Wrote, edited, and designed for ACH (Automated Clearing House) procedures and printing setup. *Augusta Utilities Department*; Augusta, Georgia. November 2005.

Customer Service and Utility Management. Wrote, edited, and designed procedures and explanations for electronic bill presentment and payment, customer information management, customer billing, cash receipts, collections, meter management, rate setting, operational work management, reporting, customer service, and using a web interface. *Montgomery Water Works*; Montgomery, Alabama. March–October 2005.

Electric Utility Management. Wrote, designed, and edited, procedures and explanations for customer account management, operational work management, cash receipts, and customer billing. *Massena Electric Department*; Massena, New York. June 2005.

Customer Service and Electric Utility Management. Wrote, edited, and designed procedures and explanations for customer service and customer information systems, billing and collections, rates, and meter management. *Belmont Municipal Light Department*; Belmont, Massachusetts. August 2004–March 2005.

Utility Process Training. Created a comprehensive set of training sessions for customer information systems, work management, billing and collections, meter management and readings, and reporting. *City of Denver Utilities*; Denver, Colorado. October 2004–February 2005.

Utility Management Systems. Wrote, edited, and designed procedures and descriptions for customer information; billing, cash, and collections; meter management and inventory; and operational work orders. *City of Arlington Utilities*; Arlington, Texas. March 2004–July 2004.

Utility Customer Service Processes. Wrote, edited, and designed procedures, explanations, and instructions for processing cash receipts, billing and collections, operational work management, meter management, new customer sites, and customer service. *City of Redlands Utility*; Redlands, California. January–March 2004.

Cleaner Electricity—Choose Wisely. Designed, editing, and produced this proposal for GMER prospects to purchase hydro, biomass, geothermal, solar, and wind power. *Green Mountain Energy Resources*; Burlington, Vermont. June 2002.

Business Communication

New Air Inflatable Bubble Line 5 User Guide. Wrote, edited, designed, created graphics (photographs and drawings), and managed the production of this operation and maintenance manual of custom-designed extrusion machinery for Sealed Air corporation. Sung An Machinery; Hwaseong-Si, South Korea. August 2019–Present.

Pilot Extrusion Coating Machine User Guide. Wrote, edited, designed, created graphics (photographs and drawings), and managed the production of this operation and maintenance manual of custom-designed coating and extrusion machinery for Vaassen Flexible Packaging (Vaassen, The Netherlands). Sung An Machinery; Hwaseong-Si, South Korea. May 2012–April 2013.

Tandem Extrusion Coating Machine User Guide. Wrote, edited, designed, created graphics, and managed production of this operation and maintenance manual of custom-designed coating and extrusion machinery for Bemis Company (Des Moines, Iowa). Sung An Machinery; Hwaseong-Si, South Korea. May 2012–April 2013.

Social Media Columnist. Editor-invited writer for *Intercom*, the main publication of The Society for Technical Communication; Fairfax, Virginia. March 2009–April 2013.

Editor on Retainer. Edited company communication materials: reports, presentations, studies, and customer collateral. Fleischer Jacobs Group; South Burlington, Vermont. September 2010–August 2012.

Invention Descriptions and Flowcharts. Invented and wrote detailed descriptions for twenty enhancements to the Linux Operating System, all of which were accepted and then published by a Linux technical review team. ipCapital Group (intellectual property); Williston, Vermont. November 2008–February 2009.

Branding and Logo Consultant. Lead the effort to refresh the brand and logo, resulting in new messaging and positioning statements and a redesigned logo. The Society for Technical Communication; Fairfax, Virginia. May 2006–May 2009.

Web Site Marketing Copy. Wrote attraction copy for Hawaiian tourist attractions and bookings through a hand-held mobile reservation interface. MobiRez–Advertising Associates International; Honolulu, Hawai'i. September 2008–December 2008.

driveBAY, medSAFE, and trakSTAR Set-up Guides. Graphic design, photography, writing, and production for three set-up guides for a suite of medical devices. Printed on broadsheets to facilitate their usage. Ascension Technology; Burlington, Vermont. February–May 2007.

DR Power Mowers; Neuton Cordless Electric Mower and Accessories Safety and Operating Instructions. Graphic and book design, writing and editing, and photography to create six assembly, operating, and maintenance manuals for mowers and accessories. Country Home Products; Vergennes, Vermont. 2002–2004

fx/Scholar Suite User Guides. Writing, editing, and designing seven user manuals for educational software package. Champlain Software; South Burlington, Vermont. 2000–2001.

Homestead Gas Stove Owner's Manual. Writer and book designer for this assembly and operation's manual for a free-standing gas stove. Hearthstone Stoves; Morrisville, Vermont. 2000.

Grand List User Guide. Designing and writing this user guide for town managers and listers. Vermont Department of Taxes; Montpelier, Vermont. Summer 1998.

Responses to Requests for Proposals (RFPs). Designed, wrote, and edited three responses to RFPs; two awarded. Blue Cross and Blue Shield of Vermont; Montpelier, Vermont. 1998.

Programs and Procedures. Designed and wrote internal manual by interviewing employees and outlining annual programs and procedures. Vermont School Boards Insurance Trust; Montpelier, Vermont. 1997–1998.

Correspondence Standards. Wrote and designed this company-wide standards manual. National Life of Vermont; Montpelier, Vermont. 1997.

Application Programmer Interface. Wrote this manual using "C" code as input. Kestrel Technologies, LLC; Burlington, Vermont. November 1995.

Hospital Products Division. Wrote *IDXConnectR Getting Started* user manual and online help. Wrote the *Admissions, Discharges, and Transfers (ADT)* and the *Hospital Patient Accounting (HPA)* system manager user guides. GE Healthcare (formerly IDX Systems Corporation); South Burlington, Vermont. 1996–1997.

Enhanced 911 Proposal. Designed, produced, wrote, and completely edited this proposal under a strict deadline; only proposal to meet RFP guidelines. Vermont TelEmergency (TDS Telecom); Northfield, Vermont. October 1995.

Training Manual and Installation Guide. Coauthored a training manual and wrote an installation guide for CARRI® software. LPA Software, Inc; South Burlington, Vermont. June 1995.

Educational Funding Grant Proposal. Coauthored a grant proposal for institutional training. Shelburne Farms; Shelburne, Vermont. February 1995.

Laboratory Test Ordering and Review System. Wrote two user guides and a quick reference guide used as training guides for implementing new test ordering software system. Fletcher Allen Health Care; Burlington, Vermont. Spring 1995.

Day-to-Day® Contacts. Wrote two user manuals and two quick reference guides for Calendar (for Macintosh) and Contacts (for Windows). Portfolio Software; Richmond, Vermont. June–November 1994.

MicroTrak XL® and ELs1000®. Wrote thirteen manuals about two biomedical instruments—user guides, architecture, functional specifications, detailed design, releases notes and procedures, and test plans, and updated them with each new software release. BioTek Instruments; Winooski, Vermont. Spring 1990–Winter 1994.

Administrative Systems User's Guides. Wrote and designed nine new manuals—three for their PC product and six for their IBM AS/400 product. Champlain Software; Burlington, Vermont. September 1991–January 1992.

Vermont Views™ GraphEx User's Guide. Wrote applications software user's guide for Vermont Creative Software; Richford, Vermont. Spring 1990.

Administrative Systems 12-Volume Library. Wrote, designed, edited, and published a library of six user guides, five report sample guides, and a data element dictionary. Vermont State Colleges; Waterbury, Vermont. 1985–1989.

Computing Newsletter Editor. Wrote, edited, designed, typeset, and published a bimonthly newsletter. Vermont State Colleges; Waterbury, Vermont. 1987–1989.

MVS System Logic Library. Served as Project Manager for this 42-volume library. Wrote, edited, and produced seven volumes. Wrote 38 technical newsletter updates. Served as Project Manager for the Logic Tool® documentation software. IBM Corporation; Poughkeepsie, New York. 1981–1985.

Instructional Design and Training

Presenting with Poise Class. Taught this two-day course in presentation skills which included all aspects of delivery skills and video recorded student presentation. Phoenix Geophysics; Toronto, Ontario. January 2014.

Vendor of Record for Presentation Skills. Awarded two-year contract for teaching presentation skills to Ontario government employees (partnering with Front Runner Training). Province of Ontario Government; Ottawa, Ontario. June 2012–July 2014.

Presentation Skills Class. Designed and taught a half-day class on presentation skills. Southwestern Ontario STC Chapter Education Days; Kitchener, Ontario. April 2012.

Interviewing: Before, During, and After. Designed and taught a half-day class on interviewing skills. Toronto STC Chapter Career Day; Toronto, Ontario. October 2011.

Instructional Designer and Trainer. Five writing and presentation classes in the Solari Classroom:

- Designing Presentation Slides
- Presenting with Poise
- Working with Word
- Writing for Business
- Essential Editing

Solari Communication; Washington, DC. Current.

Instructional Designer and Trainer. Created and designed a full-day class on customer communication skills for baseline training and for annual employee evaluation and assessment: *Communication for CSRs*. Vertek Corporation; Colchester, Vermont. 2010–2011.

Instructional Designer. Designed and created a presentation framework and four-day class on beginner and intermediate presentation skills. RiverSource University, Ameriprise Financial; Minneapolis, Minnesota. November 2009–July 2010.

Instructional Designer and Trainer. Designed, wrote, trained for a Technical Writing and Professional Skills classes for subject matter experts and other professionals for an internal training program. Green Mountain Coffee Roasters; Waterbury, Vermont. August 2009–April 2010.

Instructional Designer and Teacher. Designed and taught an undergraduate course in Technical Writing. Champlain College; Burlington, Vermont. September 2007–January 2008.

Instructional Designer and Trainer. Designer and trainer of *Are You Listening?* class, a skills-based class for managers and executives. Solari Communication; Washington, DC. September 2004–January 2013.

Instructional Designer and Trainer. Designer and trainer of *Rediscovering Your Inherent Skills*, a class based on a six-month sabbatical and its incumbent results. Solari Communication; Washington, DC. September 2004–December 2011.

Instructional Designer. Designed training and created content for *enQuesta* and several software modules for classroom teaching and self-paced e-learning. Systems & Software; Williston, Vermont. 2003–2007.

Instructional Designer and Teacher. Designed and taught a graduate-level course in Business Communication. Saint Michael's College; Colchester, Vermont. September 1993–May 1998.

Instructional Designer and Teacher. Designed and taught a graduate-level Business Writing Workshop for rudimentary learners. Saint Michael's College; Colchester, Vermont. January 1993–May 1998.

Instructional Designer and Teacher. Designed and taught an undergraduate course: *Managing a Small Business*. Saint Michael's College; Colchester, Vermont. May 1996–August 1998.

Instructional Designer and Trainer. Designed and trained professionals in a Computer Basics course. IBM; Essex Junction, Vermont. September 1990–May 1992.

Books

Business books currently in the works being written:

Presenting with Poise. A realistic, usable guide on how to improve delivery and results for the vast majority of business presentations, written in engaging, simple, and clear prose; complete with work sheets for a structured approach to presentations. Expected publication date: July 2023.

Behind the Light Switch. A book on the basics of electricity and the electric industry. Aimed at the relative neophyte, topics will include an understanding of electricity, generation sources (both fuel and renewable), the electric grid, transmission and distribution, system operations, and regulation. Expected publication date: March 2024.

Author and Publisher

Toward Humanity. Write a blog on various communication topics. www.solaricommunication.com/toward-humanity/ On-going. 2008–Present.

Social Media as Chaos. "Intercom" magazine, May 2013.

Are You Drowning in Social Media? "Intercom", March 2012.

Making Time for Social Media. "Intercom", December 2011.

Staying Competitive with Social Media. "Intercom", June 2011.

Your Flowing Twitter Stream. "Intercom", February 2011.

Boost Your LinkedIn Profile with Recommendations, "Intercom", December 2010.

The Value of Your LinkedIn Connections. "Intercom", September/October 2010.

Using LinkedIn To Get Work. "Intercom", June 2010.

Why Social Media Is So Wonderful. "Intercom", March 2010.

Town Manages Money Responsibly. "The Essex Reporter" 25 February 2010.

On Twittering. "Intercom", September/October 2009.

The Generational Effect on Social Media. "Intercom", May 2009.

Technical Communication in a Social Media World. "Intercom", March 2009.

Position Papers. Write and publish papers on various communication topics, grouped by category. 2007–Present.

Electricity Titles:

- Transitioning to the Utility of the Future
- Regulatory or Strategic IRP: A Pivotal Choice
- Net Energy Metering Launched the Distributed Energy (R)Evolution
- The Hawaiian Plan: 100% Renewable Energy by 2045
- A Statewide Approach to Integrated Resource Planning
- California: Working to Elevate Integrated Resource Planning
- Net Energy Meeting: An Honest Story

Presentation Titles:

- Identifying Your Three Presentation Audiences
- 28 Qualities of a Skillful Presenter
- Where Are You Going with that Presentation?
- Nine Engaging Ways to Open a Presentation
- Open Your Presentation with Pizzazz—Tell a Story
- It's All About Your Audience
- Yes, I See That

Writing Titles:

- Another Take on Editing: Three New Levels
- Five Extraordinary Editing Tasks
- The Five Levels of Editing
- The Nine Tasks of an Editor
- An Editor: Your First Reader and Collaborator
- Writing 201: Analyzing the Writing Process
- The Value of The Society for Technical Communication
- The Increasing Importance of Technical Communication
- The Inexorable Rise of the Technical Communicator

Communication Titles:

- How Does It Look?
- Reading Is Dead
- Communication Sometimes Requires Persistence
- The Costs of Poor Communication
- The Nut as an Effective Marketing Tool
- The Ten Tents of Effective Communication

Listening Titles:

- Why Is Listening So Under-Appreciated
- The Many Benefits of Listening
- Personality Traits of an Exceptional Listener
- How to Be an Effective Listener
- How to Truly Listen

Social Media Titles:

- Effectively Managing Twitter
- How Useful Is Your Twitter Stream?
- Influence Your Community by Engaging Them
- Embrace Social Media: Blogging and Tweeting
- Cloud Computing Intersects with Social Media
- The Generational Effect on Social Media
- Social Media and Its Effect on Communication
- Social Media Strategies
- Social Media: Four Steps of Engagement

Communication Plan. Wrote a series of position papers on better internal communication, demonstrating how it benefits a company both strategically and financially. 2008.

- The Most Successful Companies Communicate Better
- A Communication Plan Establishes a Foundation for Success
- The Many Benefits of Effective Communication Plans
- The Many Reasons for Needing a Communication Plan
- Communication by the Numbers

Effective Business Communication. Published in the Champlain Business Journal. November 2006.

Marketing Your Service: On Becoming Visible. Published in the international magazine "Intercom". December 2005.

Book References

Business Matters: A Freelancer's Guide to Business Success in Any Economy, by Elizabeth Frick. Interviewed for chapter 15. The Power of Certification for Independents. 2013.

Big Vision, Small Business: The Four Keys to Find Success & Satisfaction as a Lifestyle Entrepreneur, by Jamie S. Walters. Interviewed for chapter two: 'To Live Large, You Have to Vision Big', the chapter on seeing the larger vision of running a small business. 2001.

Speaker and Presenter

An IRP Transformation: What Utilities Said About Staying Abreast of the IRP Process. Lead speaker and co-planner. This unveiling of Solari's study and report on the transformation in integrated resource planning kicked off the conference, and formed the basis of all other presentations. EUCI Integrated Resource & Supply Planning (IRP) Summit; Denver, Colorado. March 2017.

Communicating with IRP Stakeholders: Don't Bury the Headline! Selected speaker. Coupled with the expanding integration of DER is an expanding audience; your communication must keep pace. EUCI Integrated Resource & Supply Planning (IRP) Summit; Denver, Colorado. March 2017.

The Three Hats of Independence. Selected speaker. The session's three hats are marketing, financial, and expertise. Society for Technical Communication's (STC) 63rd Annual International TechComm Summit; Anaheim, California. May 2016.

Feasible Fees. Selected speaker. The session discussed how to set and justify consultant fees. STC's 62nd Annual International TechComm Summit; Columbus, Ohio. June 2015.

Marketing for Independent Consultants. Selected speaker. STC's 61st Annual International TechComm Summit; Phoenix, Arizona. May 2014.

Communicating with Your Stakeholders: Ratepayers, Legislators, Utility Commissions, Investors, Foundations, Environmental Groups, and the Media. Negotiating a presentation at a future electric utility conference. Electric Utility Consultants, Inc (EUCI); Current.

Marketing Yourself and Your Business. Invited speaker. STC Starting Your Own Business Virtual Conference; Fairfax, Virginia. April 2013.

Presentation Skills. Invited speaker. Southwestern Ontario STC Chapter Education Days; Kitchener, Ontario. April 2012.

Interviewing: Before, During, and After. Invited speaker. Toronto STC Chapter Annual Conference; Toronto, Ontario. October 2011.

Listening! A Most Vital Business Skill. Invited speaker. East Bay STC Chapter Meeting; Danville, California. September 2011.

Enrich Your Career through Social Media. Invited speaker. Sacramento STC Chapter Meeting; Sacramento, California. September 2011.

The Art of Questioning. Spectrum 2011 Technical Communication Conference; Rochester, New York. April 2011.

Enrich Your Career Using Social Media. Invited speaker. Practical Conference on Communication (PCOC); Nashville, Tennessee. October 2010.

Enrich Your Career Through Social Media. Invited speaker. American Society for Training and Development (ASTD): The Future of Learning Conference; Berlin, Vermont. October 2010.

Promoting Your Career Through Social Media. Invited speaker. STC Webinar; Fairfax, Virginia. June 2010.

Social Media: Present and Future. Invited speaker. The Future of Technical Communication Conference; Chelmsford, Massachusetts. June 2010.

The Art of Questioning. STC's 57th Annual International TechComm Summit; Dallas, Texas. May 2010.

Cloud Computing and How It Is Changing Communication. Invited speaker. Vermont STC Chapter Meeting; Burlington, Vermont. October 2009.

Social Media and Its Effect of Communication. Invited speaker. Connecticut STC Chapter Meeting; New Haven, Connecticut. September 2009.

Cloud Computing Is Changing How We Communicate. International Professional Communicators Conference (IPCC); Honolulu, Hawaii. July 2009.

Embracing Social Media. Invited speaker. Vermont Business and Industry Exposition; Burlington, Vermont. May 2009.

Time Off Can Boost Your Career. Invited speaker. Southern Arizona STC Chapter Meeting; Tucson, Arizona. April 2009.

Listen! Invited speaker. Phoenix STC Chapter Meeting; Phoenix, Arizona. April 2009.

Social Media and Its Effect on Communication. Invited speaker. Vermont STC Chapter Meeting; Burlington, Vermont. March 2009.

Social Media in Organizational Communication. Invited speaker. DocTrain East; Boston, Massachusetts. October 2008.

Rediscovering Your Inherent Skills. Invited speaker. Dallas STC Chapter Meeting; Dallas, Texas. October 2008.

Listen! STC's 55th Annual International TechComm Summit; Philadelphia, Pennsylvania. June 2008.

Effective Interviewing of Subject Matter Experts. WritersUA Conference for Software User Assistance; Portland, Oregon. April 2008.

Rediscovering Your Inherent Skills. Invited speaker. Vermont STC Chapter Meeting; Burlington, Vermont. November 2007.

Opening Session Speaker. STC's 53rd Annual International TechComm Summit; Las Vegas, Nevada. May 2006.

Are You Listening? STC's 53rd Annual International TechComm Summit; Las Vegas, Nevada. May 2006.

Being a Consultant. STC's 53rd Annual International TechComm Summit; Las Vegas, Nevada. May 2006.

Writing Your Contract: Negotiating Better Terms. STC's 53rd Annual International TechComm Summit; Las Vegas, Nevada. May 2006.

New Skills for the Technical Communicator. STC's 52nd Annual International TechComm Summit; Seattle, Washington. 2005.

How a Sabbatical Can Boost Your Career. STC's 52nd Annual International TechComm Summit; Seattle, Washington. May 2005.

Idea Market for Volunteering. Invited Speaker. Spectrum 2005 Technical Communication Conference; Rochester, New York. April 2005.

Professional Conduct for Contractors and Consultants. Invited Speaker. Philadelphia Metro STC Chapter Annual Conference; Philadelphia, Pennsylvania. March 2005.

Profitable Marketing Strategies. STC's 51st Annual International TechComm Summit; Baltimore, Maryland. May 2004.

Advanced Marketing. Invited Speaker. STC's 51st Annual International TechComm Summit; Baltimore, Maryland. May 2004.

Issues in Contracting and Consulting. Invited Speaker. STC's 51st Annual International TechComm Summit; Baltimore, Maryland. May 2004.

Policies and Procedures. Invited Speaker. STC's 49th Annual International TechComm Summit; Nashville, Tennessee. May 2002.

Marketing Basics. Independent session and progression. STC's 49th Annual International TechComm Summit; Nashville, Tennessee. May 2002.

Writing a Contract. STC's 49th Annual International TechComm Summit; Nashville, Tennessee. May 2002.

Responding to a Request for Proposal. STC's 49th Annual International TechComm Summit; Nashville, Tennessee. May 2002.

Considerations for Ethical Decision-Making. Vermont Businesses for Social Responsibility (VBSR) Fall Conference; Brattleboro, Vermont. November 2001.

Writing for Results. STC's 47th Annual International TechComm Summit; Orlando, Florida. May 2000.

Writing for Results. Invited Speaker. Practical Conference on Communication (PCOC); Oak Ridge, Tennessee. October 1999.

Writing for Results. STC's 46th Annual International TechComm Summit; Cincinnati, Ohio. May 1999.

Socially Responsible Business Practices. Invited Speaker. Addison County Chamber of Commerce Annual Conference; Middlebury, Vermont. April 1999.

Writing for Results. Invited Speaker. Vermont STC Chapter Meeting; Burlington, Vermont. January 1999.

Writing for Results. Invited Speaker. InterChange Communication Conference; Boston, Massachusetts. October 1998.

Socially Responsible Business Practices. VBSR's 8th Annual Conference; Burlington, Vermont. June 1998.

Writing for Results. STC's 45th Annual International TechComm Summit; Anaheim, California. May 1998.

Socially Responsible Live and Work Balance. VBSR's 7th Annual Conference; Burlington, Vermont. May 1997.

Starting a Small Consulting Business. Invited Speaker. Vermont STC Chapter Meeting; Burlington, Vermont. March 1997.

Best Practices for Contracting and Consulting. Invited Speaker. Vermont STC Chapter Meeting; Burlington, Vermont. October 1996.

Conferences Attended

Integrated Resource and Distribution Planning (IRP) Summit. Electric Utility Consultants, Inc (EUCI). Lead speaker and conference co-planner. Portland, Oregon, April 2018.

DistribuTECH. Penwell Publications. San Antonio, Texas. January 2018.

Society for Technical Communication's 64th Annual International TechComm Summit. Washington, District of Columbia, May 2017.

Integrated Resource & Supply Planning (IRP) Summit. Electric Utility Consultants, Inc (EUCI). Denver, Colorado. March 2017.

Society for Technical Communication's 63rd Annual International TechComm Summit. Anaheim, California. May 2016.

STC's 62nd Annual International TechComm Summit. Columbus, Ohio. June 2015.

STC's 61st Annual International TechComm Summit. Phoenix, Arizona. May 2014.

Renewable Energy 2013 Conference. Burlington, Vermont. October 2013.

STC's 60th Annual International TechComm Summit. Atlanta, Georgia. May 2013.

STC Starting Your Own Business Virtual Conference. Fairfax, Virginia. April 2013.

STC's 59th Annual International TechComm Summit. Chicago, Illinois. May 2012.

Electric Utility Consultants, Inc (EUCI) Resource Planning Conference. Portland, Oregon. May 2012.

Southwestern Ontario STC Chapter Education Days. Kitchener, Ontario. April 2012.

Toronto STC Chapter Annual Conference. Toronto, Ontario. October 2011.

STC's 58th Annual International TechComm Summit. Sacramento, California. May 2011.

Spectrum 2011 Technical Communication Conference. Rochester, New York. April 2011.

Practical Conference on Communication (PCOC). Knoxville, Tennessee. October 2010.

American Society for Training and Development (ASTD): The Future of Learning Conference. Berlin, Vermont. October 2010.

The Future of Technical Communication Conference. Chelmsford, Massachusetts. June 2010.

STC's 57th Annual International TechComm Summit. Dallas, Texas. May 2010.

International Professional Communicators Conference (IPCC). Honolulu, Hawai'i. July 2009.

Vermont Business and Industry Exposition. Burlington, Vermont. May 2009.

STC's 56th Annual International TechComm Summit. Atlanta, Georgia. May 2009.

DocTrain East. Boston, Massachusetts. October 2008.

STC's 55th Annual International TechComm Summit. Philadelphia, Pennsylvania. May 2008.

WritersUA Conference for Software User Assistance. Portland, Oregon. April 2008.

STC's 54th Annual International TechComm Summit. Minneapolis, Minnesota. May 2007.

England STC Professional Communication Conference. London, England. October 2006.

STC's 53rd Annual International TechComm Summit. Las Vegas, Nevada. May 2006.

STC's 52nd Annual International TechComm Summit. Seattle, Washington. June 2005.

Spectrum 2005 Technical Communication Conference. Rochester New York. March 2005.

Philadelphia Metro STC Chapter Annual Conference. Philadelphia Pennsylvania. February 2005.

STC's 51st Annual International TechComm Summit. Baltimore, Maryland. May 2004.

Vermont Businesses for Social Responsibility's (VBSR) 12th Annual Conference. Brattleboro Vermont. Oct. 2002.

STC's 49th Annual International TechComm Summit. Nashville, Tennessee. May 2002.

VBSR's Fall Conference. Brattleboro, Vermont. November 2001

STC's 48th Annual International TechComm Summit. Chicago, Illinois. May 2001.

VBSR's 11th Annual Conference. Burlington Vermont. May 2001.

STC Region 7/8 Pan-Pacific Conference. Honolulu, Hawai'i. October 2000.

VBSR's 10th Annual Conference. Brattleboro Vermont. September 2000.

STC's 47th Annual International TechComm Summit. Orlando, Florida. May 2000.

Practical Conference on Communication (PCOC). Knoxville Tennessee. October 1999.

VBSR's 9th Annual Conference. Burlington Vermont. May 1999.

STC's 46th Annual International TechComm Summit. Cincinnati, Ohio. May 1999.

Addison County Chamber of Commerce Annual Conference. Middlebury, Vermont. April 1999.

InterChange Communication Conference. Lexington Massachusetts. October 1998.

STC's 45th Annual International TechComm Summit. Anaheim, California. May 1998.

VBSR's 8th Annual Conference. Burlington Vermont. June 1998.

STC's 44th Annual International TechComm Summit. Toronto, Ontario. May 1997.

VBSR's 7th Annual Conference. Burlington Vermont. May 1997.

White House Conference on Small Business. Appointed delegate. Washington DC. June 1995.

Awards

Professional Awards and Honors

Fellow. For continued exemplary contributions to the field of organizational communication (awarded to less than 1% of membership). Society for Technical Communication. 2008.

Associate Fellow. For dedication, leadership, and excellence in the field of technical communication. Society for Technical Communication. 2005.

Special Interest Group Service. Society for Technical Communication. 2006.

Outstanding Service Award. Programming Team for 51st Annual Conference. Society for Technical Communication. 2004

Employer of the Year. Vermont Federation of Business and Professional Women's Association. 1999.

Employer of the Year. Burlington Business and Professional Women's Association. 1999.

Community Excellence Award. Finalist for Lake Champlain Regional Chamber of Commerce award. 1998.

Design and Writing Awards

Award of Excellence. For *Power Supply Improvement Plans* (PSIPs), written for the Hawaiian Electric Companies. Rochester STC National Competition. 2015.

Award of Excellence. For *Smart Grid Roadmap & Business Case*, written for the Hawaiian Electric Companies. Boston STC National Competition. 2014.

Award of Publication Excellence. Awarded to the *Coating Machine User Guide*, written for Sung An Machinery. Apex Awards. 2014.

Excellence. Awarded to the Solari Communication web site, www.solaricommunication.com. Apex Awards. 2009.

Excellence. For writing and design of a trio of Ascension Technology Set-up Guides; from regional STC award competition. 2009.

Distinction. Communicator Awards for Solari Position Papers. 2008.

Excellence. MarCom award for *enQuesta* sell sheets; design and writing. Systems & Software. 2006.

Distinguished and *Excellence.* STC International and Northeastern Economic Developers Association awards for the "Livable Jobs Toolkit". Vermont Businesses for Social Responsibility. 2000.

Bronze. Summit Creative award for Engelberth Construction Proposal design and writing. 2001.

Excellence. Apex Communications award for Brush brochure and poster; Fine Paints of Europe. 2001.

Excellence. American Graphic Design and STC Regional awards for "Environment 2001". Vermont Agency of Natural Resources. 2001.

Distinction. Communicator Award for "Five Years Of Caring". Fletcher Allen Health Care. 2001.

Merit. STC Regional for "Imagine a Place". Old Tavern at Grafton. 2001.

Distinguished. STC Regional award for Environment 2000 web site. Vermont Agency of Natural Resources. 2001.

Merit. STC Regional award for Regional Educational Television Network (RETN) web site. 2001.

Excellence. STC Regional award for Flynn Theatre for the Performing Arts web site. 2001.

Excellence. Apex Communications and STC Regional awards for "Environment 2000". Vermont Agency of Natural Resources. 2000.

Honorable Mention. Communicator Awards for Espresso Ristorante Advertising Campaign. 2000.

Distinction and *Excellence.* Communicator Awards and STC Regional awards for "EcoLogical Solutions". Vermont Agency of Natural Resources. 2000.

Excellence. STC Regional award for "Foundation for the Future". Fletcher Allen Health Care. 2000.

Distinguished. STC International and Communicator Awards for "Environment 1999". Vermont Agency of Natural Resources. 2000.

Excellence. Apex Communications award for Flynn Theatre for the Performing Arts web site. 2000.

Excellence. STC nationwide competition for "The Communicator" newsletter series. 1999.

Excellence. Communicator Awards, Apex Communications, and STC Regional awards for "Environment 1998". Vermont Agency of Natural Resources. 1999.

Merit. Boston Regional STC competition for "Fall for Health". Fletcher Allen Health Care. 1999.

Excellence. Apex Communications for the "fx/Scholar Quick Start Guide". Champlain Software. 1999.

Distinction. Communicator Awards for the "ConnectR User Guide". IDX Systems. 1999.

Achievement. Boston Regional STC competition for "fx/Tools User Guide". Champlain Software. 1999.

Excellence. Boston Regional STC competition for "VSBIT Programs and Procedures". Vermont School Boards Insurance Trust. 1999.

Distinguished Technical Communication. STC nationwide competition for "The Communicator" newsletter series. 1998.

Excellence. Boston Regional STC competition for "Pathways to the 21st Century". University of Vermont. 1998.

Distinction and Best of Show. Boston Regional STC competition for "Environment 1997". Vermont Agency of Natural Resources. 1998.

Achievement. Boston Regional STC competition for Environment 1997 web site. Vermont Agency of Natural Resources. 1998.

Achievement. Montreal Regional STC competition for "Laboratory Order Entry and Results Review System" user guide and quick reference card. Fletcher Allen Health Care. 1998

Achievement. Boston Regional STC competition for "Automated Correspondence Standards". National Life of Vermont. 1998.

Merit. Montreal Regional STC competition for "Day-To-Day Calendar User Software". Portfolio Software. 1996.

Professional Memberships

Society for Technical Communication (STC)

Vermont Businesses for Social Responsibility (VBSR)

American Society for Training & Development (ASTD)

International Association of Business Communicators (IABC)

Lake Champlain Regional Chamber of Commerce

Leadership in the Society for Technical Communication (STC)

Positions held and accomplishments for this international communication organization, as contributions to the advancement of the profession.

Director-at-Large, STC Board of Directors. Re-elected with highest vote total. 2011–2013.

Director-at-Large, STC Board of Directors. Elected with second-highest vote total. 2008–2011.

Marketing and Public Relations Assistant to the President. 2006–2008.

Competitions Assistant to the President. 2005–2006.

Public Relations Manager. Communication Sub-committee for the Transformation Committee. 2002–2003.

Co-founder. Society for Technical Communication (STC), Vermont Chapter. Newsletter editor, and other positions, regional and international. 1994–2012.

Membership Manager. Consultants and Independent Contractors Special Interest Group. 2000–2005.

Management Stem Coordinator. Baltimore STC International Conference. 2003–2004.

International Art Competition Lead Judge and Panel Judge. International competitions. 2001, 2002, 2004, 2006, 2007

Drummer, The Rough Drafts. STC music band performing at international conferences. 2002–Present

Business and Community Service

Candidate for Town Moderator. Public election; Town of Essex, Vermont. 2015.

Community Activist. Friends of Saxon Hill recreational and natural area preservation. Essex, Vermont. 2014.

Basketball Referee. Essex Recreational Youth Basketball League; Essex, Vermont. 2009–2010.

Community Activist. Essex Merger Plan. Town of Essex and Essex Junction, Vermont. 2010.

Basketball Coach. Essex Recreational Youth Basketball League; Essex, Vermont. 2007–2009.

Soccer Coach. Essex Recreational Youth Soccer League; Essex, Vermont. 1998–2007.

Committee Member: Business Representative. Reports and press conferences to increase awareness for livable wages in Burlington Vermont and throughout the state. Vermont Livable Wage Campaign. 1999–2004.

Chairperson and Director. Vermont Businesses for Social Responsibility (VBSR), Board of Directors, Public Policy and Education committees. 1997–2003.

Class Leader (elected). Vermont Leadership Institute. Leadership program for potential political and community leaders. 1999–2000.

Co-Chair. Commission on Childhood Poverty in Vermont. Member of 10-person formed by Joint Legislative resolution to develop consensus between public and private sectors to end childhood poverty in Vermont. 1997–1999.

Committee Member. Lake Champlain Regional Chamber of Commerce. Member, Government Affairs committee. 1996–2003.

Co-Chair. Principal Search Committee. Essex Middle School; Essex, Vermont. 2001.

Business Representative. Congressman Bernie Sanders Small Business Roundtable; Burlington, Vermont. 2000–2001.

Delegate. White House Conference on Small Business. One of 16 elected and appointed delegates from the state of Vermont who then joined delegations from all 50 states in designing legislative priorities for Congress. June 1995.

Board Member. New American Schools initiative. Essex Elementary School; Essex, Vermont 1994.

Member. Graduate Student Advisory Committee. Saint Michael's College; Colchester, Vermont 1987–1990.

Board of Directors Chair and Director of Inventory. Welcome Alternative Food Cooperative; Poughkeepsie, New York. 1981–1984.

Client List (Partial)

Ameriprise Financial
Anchorage Municipal Light & Power
Ascend Analytics
Augusta Utilities Department
Azusa Light and Water
BankNorth Group
Belmont Municipal Light Department
Bemis Company
BioTek Instruments
Black Hills Energy
BlueCross BlueShield of Vermont
City of Arlington Utilities
City of Atlanta Water Works
City of Denver Utilities
City of Greensboro Utilities
City of Milwaukee Water Works
City of Minneapolis Water Works
City of Redlands Utility
Connecticut Energy Advisory Board
Daymark Energy Advisors
Detroit Water Department
Electric Power Board of Chattanooga
Electric Power Systems
Fletcher Allen Health Care
GE Healthcare (formerly IDX Systems)
Green Mountain Energy Resources

Green Mountain Power
Grimason and Associates
Hawaiian Electric Company
Hawai'i Electric Light Company
IBM
Massachusetts Department of Energy Resources
Marquette Board of Light & Power
Martin County Utilities
Massena Electric Department
Maui Electric Company
Montgomery Water Works
National Life of Vermont
Oklahoma City Water Department
Phoenix Geophysics
Semco Energy Gas Company
South Coast Water District
Sung An Machinery
Systems & Software (Harris Computer Systems)
University of Vermont
Vermont Agency of Administration
Vermont Agency of Natural Resources
Vermont Department of Taxes
Vermont Department of Tourism
Vermont School Boards Insurance Trust
Village of Freeport Utilities

References

A list of references; copies of articles, position papers, and writing portfolios are available on request.