

# **EXHIBIT**

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**Mark R. Shanahan**  
**3192 Morningside Drive**  
**Columbus, OH 43202**  
**mark.shanahan@newmorningenergy.com**  
**614-570-8788 (mobile)**

**A former senior public executive with a 27-year career, the last 22 years spent advancing Ohio's energy economy to propel job growth under four Governors. Deep understanding and robust track record embracing Ohio's strong fossil fuel heritage while simultaneously investing in the technologies of an advanced energy economy including renewables and energy efficiency.**

**Experience**

**Principal, New Morning Energy LLC (May 2011 – present)**

Providing policy, financial and technical advice to advanced energy projects.

**Principal, Midwest Gateway Partners (June 2011 – 2013)**

Provided strategic advice on business expansion, advocacy campaigns and grassroots/grasstops outreach

**Senior Consultant, Institute for Industrial Productivity, US Energy Efficiency Finance Program (November 2011 – 2013)**

Provided leadership on ways in which combined heat and power and waste energy recovery technologies can achieve greater deployment in Ohio, as a possible replicable model for the industrial Midwest

**Energy Advisor to Governor Ted Strickland (January 17, 2007 – January 9, 2011)**

**Executive Director, Ohio Air Quality Development Authority (November 1989 – May 2011)**

Forged innovative policies and coordinated investments addressing energy and environmental challenges facing Ohio across multiple state agencies in partnership with the private sector.

- Crafted Governor Strickland's "Energy, Jobs and Progress" proposal to restructure regulation of Ohio's investor owned utilities including rate reform and the nation's broadest and most aggressive advanced energy portfolio standard.
  - Led Governor's team to turn plan into legislation
  - Coordinated stakeholder involvement and outreach

- Negotiated with legislative leaders and key stakeholders
- Achieved bipartisan passage by General Assembly of a plan that
  - protected industrial, commercial and residential ratepayers
  - adopted the most aggressive energy efficiency standard in the nation
  - created an advanced energy technology standard that was unique in its breadth of included technologies (including clean coal and nuclear) and included one of the nation's most aggressive renewable energy requirements
- Issued \$5.8 billion in air quality revenue bonds supporting investments in pollution control, pollution prevention, energy efficiency and renewable energy in projects ranging from investor owned utility generating stations to neighborhood dry cleaners, including:
  - First public financing of an electric utility SO<sub>2</sub> control system leased from a special purpose entity
  - Creation of bond structure to accommodate individual small projects (\$14,000)
  - First successful structuring of Qualified Energy Conservation Bond issue in state
- Designed and managed state stimulus Advanced Energy program investing \$150 million in advanced energy technology projects ranging from renewable to coal to nuclear, and from deployment to component parts manufacturing.
- Created the Ohio Energy Gateway Fund, using both federal and state stimulus to develop a public-private partnership that would have quadrupled the investment value of the \$40 million public investment for a \$160 million impact.
- Overhauled 20 year old Ohio Coal Development Office programs, driving its first outside third party review and redesigning strategic direction to meet contemporary challenges including carbon capture and sequestration; managed award of more than \$40 million in grants that leveraged an additional \$189 million in additional funds ranging from university based basic research to demonstration projects
- Established the Clean Air Resource Center to address the needs of small businesses as they meet the mandates of the Clean Air Act and was appointed Ohio's Small Business Ombudsman for the Clean Air Act. Since 1994, the Center has serviced thousands of businesses throughout Ohio in manufacturing and services.
- Tripled Ohio's investments in advanced energy technologies through the Third Frontier Commission, Ohio's technology based economic development program, while serving four years as Governor's representative on the Commission.

Other positions held:

- Key participant in formation of University Clean Energy Alliance of Ohio, an agreement among 15 major public and private research institutions to build a partnership in research and development
- Governor's representative, Midwestern Governor's Association, developing lower carbon regional economic development strategies and policy recommendations
- Member, Ohio Public Benefits Advisory Board
- Chairman, National Steering Committee, USEPA Small Business Assistance and Ombudsman Programs
- Member, USEPA National Advisory Council for Environmental Policy and Technology's Compliance Assistance Advisory Committee
- Member, Ohio General Assembly's Biomass and Renewable Fuel Task Force
- Member, Ohio Ethanol Incentive Board
- Member, Ohio University Voinovich School of Leadership and Public Affairs Strategic Partners Group
- Member, Air & Waste Management Association, served as chair of the Policy Committee and as Group Coordinator of the Technical Council's Environmental Management Group; the Group includes the following divisions: Effects, Industrial Processes, Program Administration, Pollution Prevention & Sustainable Development and Transportation Issues
- Member, board of directors, Clean Fuels Ohio
- Member, The Ohio State University College of Public Health Environmental Health Sciences Advisory Committee
- Member, The Ohio State University South Centers Liaison Committee

**Division Director, Ohio Bureau of Employment Services (August 1983 – June 1989)**

- Starting as an economic development specialist became director of the state's first effort of coordinated response to mass layoffs due to plant closings. In that role, managed Ohio's Job Training Partnership Act Title III program and its Trade Adjustment Assistance program. Through grants to community driven assistance programs and direct benefit payments, help was provided to tens of thousands of unemployed industrial workers.

**June 1975 to July 1983**

- Worked for a number of state, regional and national Public Interest Groups focusing on foreign policy, human rights and federal budget priorities ending the period as the national field coordinator for a coalition of church, labor and community organizations, the Coalition for a New Foreign and Military Policy.

**Awards**

2009 Public Official of the Year, Clean Fuels Ohio

2010 Public Official of the Year, Green Energy Ohio

**Education**

Ph.D. (American Studies), Case Western Reserve University, 1983

M.A. (American Civilization), with Honors, University of Pennsylvania, 1972

B.A. (English), magna cum laude, Phi Beta Kappa, Boston College, 1971