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August 16, 2010

Thomas S. Burack, Chairman
Site Evaluation Committee
N.H. Department of Environmental Services
29 Hazen Road
Concord, NH 03302

Re: Laidlaw Berlin BioPower, LLC – SEC Docket No. 2009-02

Dear Chairman Burack:

Laidlaw Berlin BioPower, LLC has amended its Application and pre-filed testimony in light of a planned change in ownership of Laidlaw Berlin BioPower, LLC. NewCo Energy, Inc. has agreed to purchase 100% of Laidlaw BioPower, LLC's shares of Laidlaw Berlin BioPower, LLC, the Applicant in this matter. The Applicant is mindful that the hearing on this matter is scheduled to begin next week and therefore wanted the Committee to be aware of the planned change in ownership as soon as possible.

For the Committee's convenience and for ease in identifying the amended portions of the Application and testimony, I enclose an original and 18 copies of the following:

- Pages 9, 23, 90, 91, and 92 of the Application in redline format
- Pages 9, 23, 90, 91, and 92 of the Application as amended
- Appendix A to the Application in redline format
- Appendix A to the Application as amended
- Testimony of Michael Bartoszek in redline format
- Testimony of Michael Bartoszek as amended
- Amended Organizational Chart (Exhibit 1 to Testimony of Michael Bartoszek)
- Testimony of Carl Strickler in redline format
- Testimony of Carl Strickler as amended

Thomas Burack
August 16, 2010
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All of these amended documents are three-hole punched and should be inserted in the Application of Laidlaw Berlin BioPower, LLC for Certificate of Site and Facility, which was filed with the Committee on December 15, 2009. If you have any questions, please do not hesitate to contact me.

Very truly yours,

A handwritten signature in black ink, appearing to read "Barry Needleman", written in a cursive style.

Barry Needleman

Enclosures

cc: Service list (via electronic mail)

AMENDMENT TO APPLICATION

Applicant's Capabilities

Homeland Renewable Energy, Inc. (HRE), ~~an indirect equity owner of the Applicant,~~ will provide substantial technical and managerial capabilities to the project. HRE's management and engineering team have extensive experience in the power industry with respect to the design, construction, operation and maintenance of biomass power plants. The HRE team recently oversaw the development, construction and operation of a 55 MW biomass plant in Benson, Minnesota.

The projected budget for the construction of the Project is \$110 million. LBB has entered into a Development Agreement with PJPD Holdings, LLC, whereby PJPD has agreed to provide capital to fund the development of the project until such time as all construction financing is in place. To date PJPD has contributed approximately \$10 million of capital. PJPD is an affiliate of NewCo Energy, Inc. LLC. NewCo's owners and its Board of Advisors include both the former and current managing partners of Accenture's Utilities Practice, as well as other individuals associated with Accenture, who have experience in the development, investment, and operations of power generation projects through its consulting practice and outsourcing practice. NewCo has agreed to purchase 100% of the shares of LBB from Laidlaw BioPower, LLC, which will make it the 100% shareholder of of LBB.

LBB has agreed to enter into a long-term lease agreement with PJPD totaling 50 years (including automatic renewal options) and in consideration PJPD has agreed to provide 100 percent of the capital required to construct the Project. The cash flows of the Project, which will be supported by a long-term power purchase contract with an investment grade rated utility, will support debt financing for the Project while the lessor provides the equity capital. The capital structure of the Project is expected to be comprised of approximately \$80 million of debt and \$30 million of equity. The debt financing is expected to be provided by various institutional investors. The equity capital will be provided by PJPD. Additional information about the Applicant's financial, technical and managerial capabilities is found in Section (h)(5) of this Application, and in the Pre-filed Testimony of Michael Bartoszek and Carl Strickler.

Project Impacts

A brief description of the impacts associated with the Project and primary mitigation measures that have been incorporated into the Project design are provided below.

Air Quality

The boiler's existing emissions control system will be upgraded with Best Available Control Technology ("BACT") and Lowest Achievable Emission Rate ("LAER") technology⁶ to provide the highest level of emissions control achievable in practice, assure compliance with applicable state and federal air quality regulations, and meet the emissions limitations specified in New Hampshire's Renewable Energy Portfolio Standards. LBB will obtain emissions reduction credits

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(b) APPLICANT INFORMATION

(1) The name of the applicant

Laidlaw Berlin BioPower, LLC

(2) The applicant's mailing address, telephone and fax numbers, and e-mail address

90 John Street
Suite 401
New York, NY 10038
Tel. 212-480-8400
Fax 212-480-8448

Email: mbb@laidlawenergy.com

(3) The name and address of the applicant's parent company, association or corporation if the applicant is a subsidiary

The applicant is Laidlaw Berlin BioPower, LLC. NewCo Energy, LLC has agreed to purchase 100% of the shares of Laidlaw Berlin BioPower, LLC from Laidlaw BioPower, LLC. The applicant is jointly owned by Laidlaw BioPower, LLC and Homeland Laidlaw Energy, LLC

(4) If the applicant is a corporation:

a. The state of incorporation

Delaware

b. The corporation's principal place of business

New Hampshire

c. The names and addresses of its directors, officers and stockholders

Michael B. Bartoszek, President & CEO, Director
Louis T. Bravakis, Vice President
Raymond S. Kusche, Vice President

c/o Laidlaw Energy Group, Inc.
90 John Street, Suite 401
New York, NY 10038

The stockholders of the applicant are as follows:

Laidlaw BioPower, LLC 50%
Homeland Laidlaw Energy, LLC 50%

Laidlaw BioPower, LLC owns 100% of the shares of Laidlaw Berlin BioPower, LLC. NewCo Energy, Inc. has agreed to buy 100% of Laidlaw BioPower, LLC's share of the Applicant.

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(5) A description in detail of the applicant's financial, technical and managerial capability to construct and operate the proposed facility

~~Homeland Renewable Energy Inc (HRE) is an indirect equity owner of the Applicant, LBB, via its joint venture with Laidlaw BioPower, LLC, known as Homeland Laidlaw Energy, LLC ("HLE"). (See Exhibit 1 to Pre-filed Testimony of Michael Bartoszek). HRE is also the parent company of Fibrowatt Operations LLC, the operating company which will be supporting the Berlin Project~~

NewCo Energy, LLC and Homeland Renewable Energy Inc. (HRE) provide LBB with extensive financial, technical and managerial experience to construct and operate the Berlin Project. HRE is also the parent company of Fibrowatt Operations LLC, the operating company which will be supporting the Berlin Project.

HRE's management and engineering teams have extensive experience with the design, construction, operation and maintenance of biomass power plants. This includes members that have had (a) responsibility for biomass boiler design, (b) responsibility for the management of the design and construction of biomass power plants, including experience while serving as the engineering, procurement, and construction contractor, (c) responsibility for site construction management, (d) fuel procurement, (e) plant operations management, and (f) regulatory compliance. For example, Fibrowatt's management and engineering team oversaw the design and construction of the Fibrominn Biomass project, a 55 MW plant in Benson, Minnesota. The Fibrominn plant is fueled with poultry litter (i.e. turkey manure and wood bedding) and other forms of biomass such as woody biomass. This team met the performance requirements of the relevant permits issued, including key air emissions permits, power plant siting requirements, as well as other federal, state and local permits and approvals. This work extended to the management of the various contractors involved in carrying out the detailed design, construction and testing of the plant. Fibrowatt's experience at the Fibrominn project, combined with the substantial experience of its key personnel in the power industry, provides it with the qualifications to construct the Facility in conformance with the Certificate.

Fibrowatt Operation operates and maintains the Fibrominn plant. Fibrominn plant personnel and management is led by the Plant Manager who is responsible for the overall operations, maintenance and administration of the facility. The Plant Manager is supported by the Operations Manager, who manages the plant operation and plant operators and the Maintenance Manager, who manages the plant mechanics and electrical and instrumentation technicians, and the Fuel Manager who is responsible for fuel procurement. In addition, the Plant Manager is supported by an Administrative Associate, Warehouse and Purchasing Specialist and home office environmental, engineering and financial accounting support. Total plant staffing is 32 personnel. The Plant Manager reports to the Vice President of Operations. Fibrowatt intends to use the operating philosophy and experience gained at the Fibrominn biomass plant to structure the operations of the Berlin Project.

(5) A description in detail of the applicant's financial, technical and managerial capability to construct and operate the proposed facility

NewCo Energy, LLC and Homeland Renewable Energy Inc. (HRE) provide LBB with extensive financial, technical and managerial experience to construct and operate the Berlin Project. HRE is also the parent company of Fibrowatt Operations LLC, the operating company which will be supporting the Berlin Project.

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Fibrowatt's management team oversaw the plant personnel selection and hiring, training and orientation, and implementation of plant administrative and personnel policies and procedures.¹⁹

¹⁹ Fibrowatt Operations is led by Ronald Davies, Vice President of Operations. Mr. Davies is responsible for the operation of the Group's power plants and individual Plant Managers report to him. Mr Davies joined Fibrowatt in 2007. His previous roles include senior plant and project management posts with Wheelabrator, Covanta, and General Electric. He also spent 13 years with Foster Wheeler managing a variety of engineering projects for solid fuel fired steam generators. Mr Davies has over 30 years of

Fibrowatt's management team oversaw the plant personnel selection and hiring, training and orientation, and implementation of plant administrative and personnel policies and procedures.¹⁹ Fibrowatt established the plant operating and maintenance procedures for the facility, which are designed consistent with the company's core values of personnel health and safety, environmental compliance, and operational excellence. Under the Fibrowatt operations and management principles, the plant has established an excellent safety record and has demonstrated the ability to operate at design output levels at a high capacity factor. The Fibrominn operations team has taken a very active role in various local programs and has been accepted by the community as a responsible and valued neighbor. Fibrowatt's experience at the Fibrominn project, together with the cumulative experience of the key Fibrowatt personnel here, qualifies it to operate the Berlin Project.

The projected budget for the construction of the Project is \$110 million. LBB has entered into a Development Agreement, dated 12/23/08, with PJPD Holdings, LLC, whereby PJPD has agreed to provide capital to fund the development of the project until such time as all construction financing is in place. To date PJPD has contributed approximately \$10 million of capital to acquire the former Fraser Pulp Mill and to pay for the various engineering, professional and other costs involved in converting it to a biomass-energy facility.

PJPD is an affiliate of NewCo Energy, ~~Inc.~~ LLC. NewCo has agreed to purchase 100% of Laidlaw BioPower, LLC's shares of Laidlaw Berlin BioPower, LLC. NewCo's owners and its Board of Advisors include both the former and current managing partners of Accenture's Utilities Practice, as well as other individuals associated with Accenture, who have experience in the development, investment, and operations of power generation projects through its consulting practice and outsourcing practice. For example, these individuals have helped create and enable the licensing and design activities for three new nuclear plants in the U.S., created power plant strategies for multiple integrated investor-owned utilities in the U.S., performed plant and fleet optimization and implementations for more than twenty-five power plants for multiple investor-owned utilities, worked with plant operators to improve plant performance (addressing factors such as heat rates, capacity and asset maintenance), developed the RTO/ISO processes and systems for interfacing with power plants and utilities for most of the U.S., and conducted multiple strategy projects regarding renewable and alternative energy feasibility and allocations/generation mix . Access to current and former Accenture executives not only gives PJPD and NewCo access to a

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LBB has agreed to enter into a long-term lease agreement with PJPD totaling 50 years (including automatic renewal options) and in consideration PJPD has agreed to provide 100 percent of the capital required to construct the Project. In a leveraged lease arrangement of this type, the cash flows of the Project, which will be supported by a long-term power purchase contract with an investment grade rated utility, support debt financing for the Project while the lessor provides the equity capital.

The capital structure of the Project is expected to be comprised of approximately \$80 million of debt and \$30 million of equity. The debt financing is expected to be provided by various institutional investors. The equity capital will be provided by PJPD. While PJPD may enter into one or more transactions to fund all or a portion of its equity commitment, as is often done in such leveraged lease transactions to further enhance the lessor's returns, PJPD has committed to providing this funding in the Development Agreement and has sufficient resources to fund its capital commitment if need be.

The principals and employees of NewCo and HRE have extensive experience in the various areas necessary to take a project from conceptual stage through commercial operations. NewCo and HRE's principals and employees have substantial experience in financing large capital projects in the power and other sectors and in the negotiation of material contracts, due diligence and financial modeling necessary to obtain project financing.

HRE's team has developed and arranged financing for other alternative energy projects, including the development in 2004 of the \$235 million Fibrominn project. In addition, that project was financed using the same structure and process that will be used to finance the Berlin Project. Homeland subsidiaries are currently actively working on biomass projects in North Carolina, Arkansas, Mississippi and Maryland, with other projects planned for Alabama, Texas and other states. Homeland is lead by Rupert Fraser, its President & CEO. Mr. Fraser and his family have successfully built and operated three alternative energy projects in the UK similar to those in Benson, Minnesota.

The ongoing operations of the Project will largely be supported by the cash flows generated from a long-term Power Purchase Agreement ("PPA") that is being finalized with Public Service Company of New Hampshire ("PSNH") pursuant to an executed Letter of Intent. The PPA is an essential element of the Project's financial viability and will be the dominant positive factor in securing the debt financing. Under the PPA, PSNH will purchase 100% of Project electric output and capacity for a period of 20 years. As a hedge against rising fuel prices, the energy price will be adjusted based on the Project's cost of biomass fuel pursuant to the terms of the PPA. In

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(6) A statement of assets and liabilities of the applicant

LBB's statement of assets and liabilities can be found in Appendix O.

**AMENDMENT TO EXHIBIT A OF
APPLICATION**

Berlin BioPower – Berlin, New Hampshire
Appendix A
Project Team Descriptions

Laidlaw Berlin BioPower, LLC

Laidlaw Berlin BioPower, LLC is the development entity that owns the project. Laidlaw Berlin BioPower, LLC is ~~jointly~~ owned by Laidlaw BioPower, LLC ~~and Homeland Laidlaw Energy, LLC.~~

NewCo. Energy, LLC

NewCo Energy, LLC has agreed to purchase 100% of the shares of Laidlaw Berlin BioPower, LLC from Laidlaw BioPower, LLC, which would make NewCo the 100% shareholder of Laidlaw Berlin BioPower, LLC. NewCo is a single purpose entity, formed solely for the purpose of the Berlin Project. NewCo's owners and its Board of Advisors include both the former and current managing partners of Accenture's Utilities Practice, as well as other individuals associated with Accenture, who have experience in the development, investment and operations of power generation projects through its consulting practice and outsourcing practice.

PJPD Holdings, LLC

PJPD Holdings, LLC is wholly owned by Aware Energy Funding, LLC, which in turn is wholly owned by NewCo. Energy, LLC. Each of these entities is a single purpose entity. PJPD Holdings, LLC will own the assets and issue the debt for the Berlin Project.

Laidlaw BioPower, LLC

Laidlaw BioPower, LLC an affiliate of Laidlaw Energy Group, Inc. is a developer of renewable energy projects. Laidlaw BioPower, LLC has extensive experience in the development, financing and operation of biomass generating facilities.

~~Homeland Laidlaw Energy, LLC~~

~~Homeland Laidlaw Energy, LLC ("HLE") is a joint venture company created by Homeland Renewable Energy Inc. and Laidlaw BioPower, LLC, an affiliate of Laidlaw Energy Group, Inc. HLE develops biomass energy plants throughout the Northeastern United States with the intention to expand across the country. The combination of Laidlaw's and Homeland's biomass energy development businesses brings together approximately 30 professionals focused on making HLE the leading supplier of biomass energy in North America. HLE is headquartered in New York, NY, and maintains offices or personnel in Pennsylvania, New Hampshire, Vermont, Maine and London, UK.~~

Homeland Renewable Energy, Inc.

Homeland Renewable Energy, Inc. ("HRE") is a developer, builder, owner and operator of biomass-fuelled power plants. HRE's first project in the U.S. was the 55-megawatt Fibrominn biomass power plant, located in Benson, Minnesota. Fibrominn began commercial operation in 2007 and is the first poultry-litter fueled power plant in the U.S.

ESS Group, Inc.

ESS Group, Inc ("ESS") is a full service, multi-media, environmental consulting and engineering firm with offices in Wellesley, Massachusetts and East Providence, Rhode Island. The firm is primarily responsible

for all environmental related analyses and permitting for the proposed Project. ESS has been in business for over 20 years and has successfully licensed over 10,000 MW of fossil fuel and renewable energy generating facilities, along with overland and submarine transmission systems. Principals of ESS have provided expert testimony to numerous state and federal environmental agencies and energy facility licensing boards.

The McLane Law Firm

Founded in 1919, McLane is the largest and most diverse law firm in the state of New Hampshire. With more than 85 attorneys and more than 25 paralegals, their progressive approach has enabled them to work with all types of clients in New England and beyond. The firm regularly handles environmental matters for regional and national clients involving permitting, compliance counseling, auditing, and defense of administrative and judicial enforcement actions. McLane has done substantial work supporting the development of energy projects and has extensive experience in the EFSEC permitting process.

Waldron Engineering, Inc.

Waldron Engineering, Inc. was founded in 1992 provides consulting engineering services to the merchant power industry. Waldron has over 200 clients and executed over 600 projects, including numerous biomass energy generating facilities. Waldron is providing engineering consulting services with respect to the Project's equipment design, layout and balance of plant integration.

The Babcock & Wilcox Company

The Babcock and Wilcox Company ("B&W") is the world's leading boiler manufacturer and has successfully converted recovery boilers to state-of-the-art bubbling fluidizing bed combustion technology that is specifically designed to efficiently burn clean biomass. B&W also has extensive experience in supplying pollution control equipment to meet stringent low emission standards such as NH's Renewable Portfolio Standards. B&W is responsible for the existing boiler conversion and emissions control systems for the Project.

Stantec Engineering, Inc.

Stantec Engineering Inc. ("Stantec") is a global leader in wastewater engineering with specialized expertise in advanced wastewater conveyance and treatment technologies. They have designed more than 1,000 wastewater treatment plants worldwide with capacities up to 216 million gallons per day. Stantec is providing engineering design support for the Project's water supply and wastewater treatment systems.

Berlin BioPower – Berlin, New Hampshire
Appendix A
Project Team Descriptions

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Homeland Renewable Energy, Inc. ("HRE") is a developer, builder, owner and operator of biomass-fueled power plants. HRE's first project in the U.S. was the 55-megawatt Fibrominn biomass power plant, located in Benson, Minnesota. Fibrominn began commercial operation in 2007 and is the first poultry-litter fueled power plant in the U.S.

ESS Group, Inc.

ESS Group, Inc ("ESS") is a full service, multi-media, environmental consulting and engineering firm with offices in Wellesley, Massachusetts and East Providence, Rhode Island. The firm is primarily responsible for all environmental related analyses and permitting for the proposed Project. ESS has been in business for over 20 years and has successfully licensed over 10,000 MW of fossil fuel and renewable energy generating facilities, along with overland and submarine transmission systems. Principals of ESS have provided expert testimony to numerous state and federal environmental agencies and energy facility licensing boards.

The McLane Law Firm

Founded in 1919, McLane is the largest and most diverse law firm in the state of New Hampshire. With more than 85 attorneys and more than 25 paralegals, their progressive approach has enabled them to

work with all types of clients in New England and beyond. The firm regularly handles environmental matters for regional and national clients involving permitting, compliance counseling, auditing, and defense of administrative and judicial enforcement actions. McLane has done substantial work supporting the development of energy projects and has extensive experience in the EFSEC permitting process.

Waldron Engineering, Inc.

Waldron Engineering, Inc. was founded in 1992 provides consulting engineering services to the merchant power industry. Waldron has over 200 clients and executed over 600 projects, including numerous biomass energy generating facilities. Waldron is providing engineering consulting services with respect to the Project's equipment design, layout and balance of plant integration.

The Babcock & Wilcox Company

The Babcock and Wilcox Company ("B&W") is the world's leading boiler manufacturer and has successfully converted recovery boilers to state-of-the-art bubbling fluidizing bed combustion technology that is specifically designed to efficiently burn clean biomass. B&W also has extensive experience in supplying pollution control equipment to meet stringent low emission standards such as NH's Renewable Portfolio Standards. B&W is responsible for the existing boiler conversion and emissions control systems for the Project.

Stantec Engineering, Inc.

Stantec Engineering Inc. ("Stantec") is a global leader in wastewater engineering with specialized expertise in advanced wastewater conveyance and treatment technologies. They have designed more than 1,000 wastewater treatment plants worldwide with capacities up to 216 million gallons per day. Stantec is providing engineering design support for the Project's water supply and wastewater treatment systems.

AMENDMENT TO MICHAEL
BARTOSZEK'S TESTIMONY

STATE OF NEW HAMPSHIRE
BEFORE THE ENERGY FACILITY SITE EVALUATION COMMITTEE

Docket No. 2009-02

Application of Laidlaw Berlin Biopower, LLC

**AMENDED TESTIMONY OF MICHAEL B. BARTOSZEK ON
BEHALF OF LAIDLAW BERLIN BIOPOWER, LLC
AUGUST 16, 2010**

1 **Q: Please state your name, title and business address for the record.**

2 A: My name is Michael B. Bartoszek and my business address is 90 John Street, 4th
3 Floor, New York, NY 10038. I am Chief Executive Officer of Laidlaw Energy Group, Inc.
4 (LLEG).

5 **Q: Please briefly summarize your relevant background and employment**
6 **experience.**

7 A: For the last ten (10) years I have held executive management positions in the
8 energy industry. From 1999 – 2002 I owned and operated a natural gas fired power plant in
9 Western, New York. After selling my holdings in that business I founded Laidlaw Energy
10 Group, Inc. (“LEG”) and took it public in 2002 with the goal of developing and acquiring
11 renewable energy assets, with a specific focus on biomass power. Shortly thereafter I developed
12 a business strategy that involved acquiring existing generation assets and upgrading them to
13 operate as advanced, RPS compliant biomass-energy power plants. Since that time, LEG,
14 through its holdings in various affiliates, has built a portfolio of biomass-energy power projects
15 in the Northeastern United States. Since its founding I have served as LEG’s President & CEO
16 and held the same position for the various affiliates the own the portfolio projects under
17 development. Prior to founding LEG, I spent approximately ten (10) years in the securities
18 industry with a number of top investment firms, including Merrill Lynch, Bear Stearns,
19 Oppenheimer & Co, and several boutique investment firms. I provided advice and arranged
20 financing for power and other major capital projects in the forest products, maritime and other
21 sectors totaling nearly half a billion dollars.

1 **Q: What is the purpose of your testimony?**

2 A: The purpose of my testimony is provide general information about the various
3 corporate entities involved in this project, most notably the applicant, Laidlaw Berlin Biopower,
4 LLC (“LBB”), and to address LBB’s financial capability to construct and operate the project in
5 compliance with the terms and conditions of the Certificate we are asking the Committee to issue
6 to us.

7 **Q: What is your role in the Berlin Project?**

8 A: As CEO of Laidlaw Berlin BioPower, LLC, I am responsible for the executive
9 management of the applicant. I provide oversight over the various aspects of the Berlin Project
10 and am closely involved in its financing.

11 **Q: Please describe who Laidlaw Berlin Biopower, LLC (“LBB”) is, and its
12 purpose.**

13 A: LBB is a special purpose entity that was formed in 2006. Its primary purpose was
14 to acquire the former Fraser Paper Mill located in Berlin, New Hampshire with the objective of
15 converting and upgrading the existing facility infrastructure in order to construct an
16 approximately 66 - 70 megawatt biomass-energy power-plant.

17 **Q: Please describe who LEG is, and its purpose.**

18 A: LEG is a publicly traded corporation founded in 2002 with the objective of
19 pursuing development and acquisition opportunities in the renewable energy and distributed
20 power generation sector, with a particular emphasis on biomass power and the conversion of
21 exiting power generation assets to advanced, RPS compliant biomass power plants.

1 **Q: Please describe the relationship between LBB and LEG.**

2 A: LBB is an affiliate of LEG. LEG is an indirect equity holder in LBB through its
3 equity holdings in Laidlaw Biopower, LLC.

4 **Q: Please describe who is Laidlaw Biopower, LLC is and it's purpose**

5 A: Laidlaw Biopower, LLC is an affiliate of LEG that is engaged in the development
6 of biomass energy power plants. It currently serves as the primary entity through which LEG
7 owns its equity stake in the projects it develops. LEG is a 50% equity owner of Laidlaw
8 Biopower, LLC., and the other equity holders are entities controlled by Louis T. Bravakis and
9 Raymond S. Kusche, who are Vice Presidents of the applicant and serve in a similar capacity
10 with LEG and Laidlaw Biopower, LLC. Former New Hampshire Congressman Charles Bass
11 also serves as a director Laidlaw Biopower, LLC.

12 **Q: Please provide the names and addresses of LBB's shareholders, officers and**
13 **directors.**

14 A: Laidlaw BioPower, LLC is the sole shareholder of LBB. LBB's officers are
15 Michael B. Bartoszek, Raymond S. Kusche and Louis T. Bravakis. Michael B. Bartoszek and
16 former New Hampshire U.S. Representative Charles Bass serve as directors of the applicant.
17 The address for all of the foregoing is c/o Laidlaw Energy Group, Inc., 90 John Street, Suite 401,
18 New York, NY 10038. An organization chart describing the various affiliates of the applicant is
19 attached as Exhibit 1.

20 NewCo Energy, LLC has agreed to buy 100% of Laidlaw BioPower, LLC's shares of
21 LBB. An organizational chart describing NewCo's relationship to LBB is attached as Exhibit 1.

22 **Q: Describe ~~the relationship between Laidlaw Biopower, LLC and Homeland~~**
23 **Renewable Energy's role in the Project.**

1 A: ~~In September 2009, Laidlaw Biopower, LLC and Homeland Renewable Energy~~
2 ~~formed a joint venture known as Homeland Laidlaw Energy, LLC (“HLE”). Homeland~~
3 ~~Renewable Energy brings experience constructing and operating biomass facilities to the team~~
4 ~~and is providing services to LBB on the Project. Under contract with NewCo, Homeland is to~~
5 ~~provide service to the Applicant for the development, design, construction and operation of the~~
6 ~~Berlin Project, after the change in ownership.~~ The combination of Laidlaw’s and Homeland’s
7 biomass-energy development businesses brings together approximately 30 professionals focused
8 on ~~making HLE the leading supplier of~~developing biomass-energy in North America. ~~HLE is~~
9 ~~headquartered in New York and maintains offices or personnel in Pennsylvania, New~~
10 ~~Hampshire, Vermont, Maine and London, UK. In connection with the joint venture, Laidlaw~~
11 ~~Biopower, LLC contributed equity in LBB to the joint venture, making HLE an equity holder of~~
12 ~~LBB.~~

13 **Q: Does the applicant or any of its affiliates or principals listed above operate**
14 **any other power generation facilities?**

15 A: ~~NewCo’s principals have extensive experience constructing and operating power~~
16 ~~generation facilities. The LBB’s principals of the applicant~~ have experience operating natural
17 gas and biomass fueled power plants in New York and Maine respectively. Certain of ~~HLE’s~~
18 ~~Homeland’s~~ principals currently operate a 55 megawatt biomass fueled power plants in Benson,
19 Minnesota, which is fueled by both turkey manure and wood biomass chips.

20 **Q: Who is PJPD Holdings, LLC and what is its relationship to LBB?**

21 A: As discussed below, PJPD Holdings, LLC is an affiliate of ~~a private equity~~
22 ~~firm~~NewCo that has agreed to provide the requisite equity financing for the Berlin Project
23 pursuant to a Development Agreement dated 12/23/08.

1 **Q: Please describe LBB's financial capability as it relates to the development,**
2 **construction and operation of this Project.**

3 **A: Under RSA 162-H:16, in order to obtain a Certificate of Site and Facility the**
4 **Applicant must show that it has adequate financial capability to construct and operate the Project**
5 **in compliance with the terms and conditions of the Certificate. As demonstrated below, LBB**
6 **and its investors possess the requisite financial capability.**

7 The projected budget for the construction of the Project is \$110 million. The Applicant
8 has entered into a Development Agreement dated 12/23/08 with PJPD Holdings, LLC, whereby
9 PJPD has agreed to provide initial capital to fund the development of the project until such time
10 as all construction financing is in place. LBB considers the Development Agreement to be
11 confidential business information but it would be willing to provide a copy to the Committee
12 subject to a Protective Order. To date PJPD has contributed approximately \$10 million of capital
13 to acquire the former Fraser Pulp Mill and to pay for the various engineering, professional and
14 other costs involved in converting it to a biomass-energy facility.

15 PJPD is an affiliate of NewCo Energy, ~~Inc~~LLC. NewCo's owners and its Board of
16 Advisors include both the former and current managing partners of Accenture's Utilities
17 Practice, as well as other individuals associated with Accenture, who have experience in the
18 development, investment, and operations of power generation projects through its consulting
19 practice and outsourcing practice. For example, these individuals have helped create and enable
20 the licensing and design activities for three new nuclear plants in the U.S., created power plant
21 strategies for multiple integrated investor-owned utilities in the U.S., performed plant and fleet
22 optimization and implementations for more than twenty-five power plants for multiple investor-
23 owned utilities, worked with plant operators to improve plant performance (addressing factors

1 such as heat rates, capacity and asset maintenance), developed the RTO/ISO processes and
2 systems for interfacing with power plants and utilities for most of the U.S., and conducted
3 multiple strategy projects regarding renewable and alternative energy feasibility and
4 allocations/generation mix . Access to current and former Accenture executives not only gives
5 PJPD and NewCo access to a significant pool of financial resources but also provides PJPD and
6 NewCo with a strong foundation of power plant capabilities. Accenture is a consultant to 96 of
7 the Fortune Global 100, more than three-quarters of the Fortune Global 500, and major
8 government agencies around the world. Accenture is one of the world's leading management
9 consulting, technology services and outsourcing companies. For more information about
10 Accenture, see <http://www.accenture.com>.

11 The Applicant has agreed to enter into a long-term lease agreement with PJPD totaling 50
12 years (including automatic renewal options) and in consideration PJPD has agreed to provide
13 100 percent of the capital required to construct the Project. In a leveraged lease arrangement of
14 this type, the cash flows of the Project, which will be supported by a long-term power purchase
15 contract with an investment grade rated utility, support debt financing for the Project while the
16 lessor provides the equity capital.

17 The capital structure of the Project is expected to be comprised of approximately \$80
18 million of debt and \$30 million of equity. The debt financing is expected to be provided by
19 various institutional investors. Expressions of interest to provide this financing can be provided
20 if the Committee requires it. The equity capital will be provided by PJPD. While PJPD may
21 enter into one or more transactions to fund all or a portion of its equity commitment, as is often
22 done in such leveraged lease transactions to further enhance the lessor's returns, PJPD has

1 committed to providing this funding in the Development Agreement and has sufficient resources
2 to fund its capital commitment if need be.

3 Ongoing development and construction activities will be undertaken by Homeland
4 Laidlaw Energy, LLC. (“HLE”). HLE is a joint venture between Laidlaw Biopower, LLC
5 (“Laidlaw”) and Homeland Renewable Energy, Inc. (“Homeland”) LBB and Homeland
6 Renewable Energy. The principals and employees of ~~both Laidlaw NewCo, LBB,~~ and
7 Homeland have extensive experience in the various areas necessary to take a project from
8 conceptual stage through commercial operations. Laidlaw’s NewCo, LBB and Homeland’s
9 principals have substantial experience in financing large capital projects in the power and other
10 sectors and in the negotiation of material contracts, due diligence and financial modeling
11 necessary to obtain project financing.

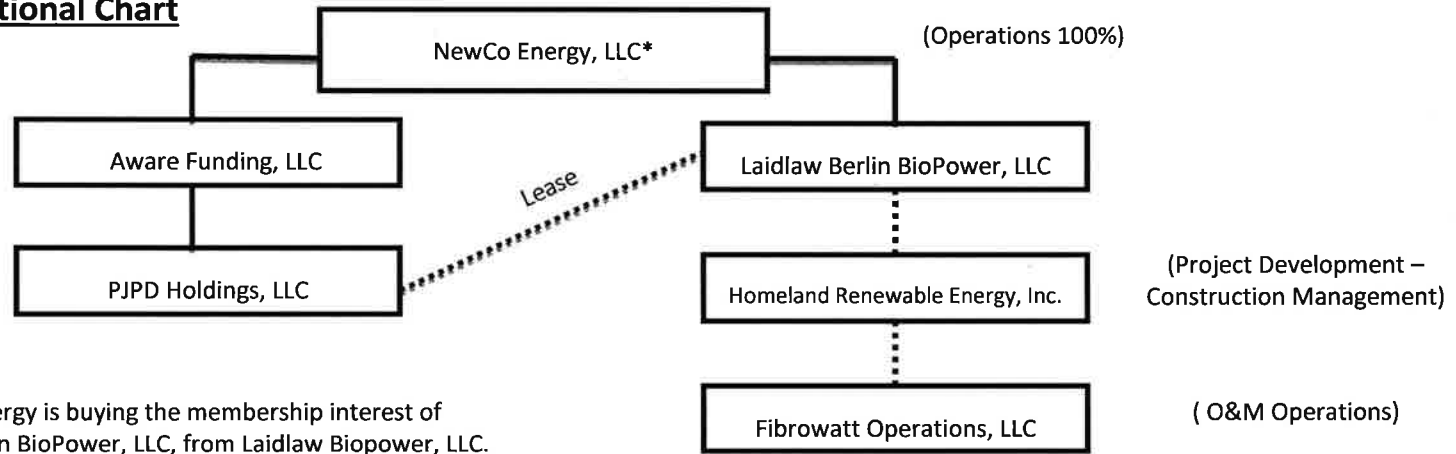
12 Homeland’s team has substantial experience in the development, and operation of both
13 traditional and alternative fuel projects. See [http://www.homelandrenewableenergy.com/hre-](http://www.homelandrenewableenergy.com/hre-team.html)
14 [team.html](http://www.homelandrenewableenergy.com/hre-team.html). These individuals have developed and arranged financing for other alternative
15 energy projects, including the development in 2004 of a \$235 million biomass power plant in
16 Benson, Minn. developed by Homeland’s subsidiary, Fibrowatt LLC, using technology similar to
17 that which will be used by the Project. In addition, that project was financed using the same
18 structure and process that will be used to finance this Project. Homeland subsidiaries are
19 currently actively working on biomass projects in North Carolina, Arkansas, Mississippi and
20 Maryland, with other projects planned for Alabama, Texas and other states. Homeland is lead
21 by Rupert Fraser, its President & CEO. Mr. Fraser and his family have successfully built and
22 operated three alternative energy projects in the UK similar to those in Benson, Minn.

1 The ongoing operations of the Project will largely be supported by the cash flows
2 generated from a long-term Power Purchase Agreement (“PPA”) ~~that is being finalized~~ with
3 Public Service Company of New Hampshire (“PSNH”) ~~pursuant to an executed Letter of Intent~~.
4 The PPA is an essential element of the Project’s financial viability and will be the dominant
5 positive factor in securing the debt financing. Under the PPA, PSNH will purchase 100% of
6 Project electric output and capacity for a period of 20 years. The Project will have incentives to
7 acquire fuel at competitive prices. In addition, 100% of the available renewable energy
8 certificates (“RECs”) that qualify for compliance under the New Hampshire renewable portfolio
9 standard will be sold to PSNH. The price for such RECs is based on the New Hampshire
10 Alternative Compliance Payment.
11 Similar to the Committee’s course of action in Granite Reliable Power, LLC (Decision Granting
12 Certificate of Site and Facility With Conditions, July 15, 2009, Docket No. 2008-04), the
13 Applicant would be willing to accept a certificate condition that prohibits the commencement of
14 construction until all construction financing is in place.

15 **Q: Does this conclude your pre-filed testimony?**

16 A: Yes, but I would be happy to answer any questions.

New Organizational Chart



* NewCo Energy is buying the membership interest of Laidlaw Berlin BioPower, LLC, from Laidlaw Biopower, LLC.

STATE OF NEW HAMPSHIRE
BEFORE THE ENERGY FACILITY SITE EVALUATION COMMITTEE

Docket No. 2009-02

Application of Laidlaw Berlin Biopower, LLC

**AMENDED TESTIMONY OF MICHAEL B. BARTOSZEK ON
BEHALF OF LAIDLAW BERLIN BIOPOWER, LLC
AUGUST 16, 2010**

1 **Q: Please state your name, title and business address for the record.**

2 A: My name is Michael B. Bartoszek and my business address is 90 John Street, 4th
3 Floor, New York, NY 10038. I am Chief Executive Officer of Laidlaw Energy Group, Inc.
4 (LLEG).

5 **Q: Please briefly summarize your relevant background and employment**
6 **experience.**

7 A: For the last ten (10) years I have held executive management positions in the
8 energy industry. From 1999 – 2002 I owned and operated a natural gas fired power plant in
9 Western, New York. After selling my holdings in that business I founded Laidlaw Energy
10 Group, Inc.(“LEG”) and took it public in 2002 with the goal of developing and acquiring
11 renewable energy assets, with a specific focus on biomass power. Shortly thereafter I developed
12 a business strategy that involved acquiring existing generation assets and upgrading them to
13 operate as advanced, RPS compliant biomass-energy power plants. Since that time, LEG,
14 through its holdings in various affiliates, has built a portfolio of biomass-energy power projects
15 in the Northeastern United States. Since its founding I have served as LEG’s President & CEO
16 and held the same position for the various affiliates the own the portfolio projects under
17 development. Prior to founding LEG, I spent approximately ten (10) years in the securities
18 industry with a number of top investment firms, including Merrill Lynch, Bear Stearns,
19 Oppenheimer & Co, and several boutique investment firms. I provided advice and arranged
20 financing for power and other major capital projects in the forest products, maritime and other
21 sectors totaling nearly half a billion dollars.

1 **Q: What is the purpose of your testimony?**

2 A: The purpose of my testimony is provide general information about the various
3 corporate entities involved in this project, most notably the applicant, Laidlaw Berlin Biopower,
4 LLC (“LBB”), and to address LBB’s financial capability to construct and operate the project in
5 compliance with the terms and conditions of the Certificate we are asking the Committee to issue
6 to us.

7 **Q: What is your role in the Berlin Project?**

8 A: As CEO of Laidlaw Berlin BioPower, LLC, I am responsible for the executive
9 management of the applicant. I provide oversight over the various aspects of the Berlin Project
10 and am closely involved in its financing.

11 **Q: Please describe who Laidlaw Berlin Biopower, LLC (“LBB”) is, and its
12 purpose.**

13 A: LBB is a special purpose entity that was formed in 2006. Its primary purpose was
14 to acquire the former Fraser Paper Mill located in Berlin, New Hampshire with the objective of
15 converting and upgrading the existing facility infrastructure in order to construct an
16 approximately 66 - 70 megawatt biomass-energy power-plant.

17 **Q: Please describe who LEG is, and its purpose.**

18 A: LEG is a publicly traded corporation founded in 2002 with the objective of
19 pursuing development and acquisition opportunities in the renewable energy and distributed
20 power generation sector, with a particular emphasis on biomass power and the conversation of
21 exiting power generation assets to advanced, RPS compliant biomass power plants.

1 **Q: Please describe the relationship between LBB and LEG.**

2 A: LBB is an affiliate of LEG. LEG is an indirect equity holder in LBB though its
3 equity holdings in Laidlaw Biopower, LLC.

4 **Q: Please describe who is Laidlaw Biopower, LLC is and it's purpose**

5 A: Laidlaw Biopower, LLC is an affiliate of LEG that is engaged in the development
6 of biomass energy power plants. It currently serves as the primary entity through which LEG
7 owns its equity stake in the projects it develops. LEG is a 50% equity owner of Laidlaw
8 Biopower, LLC., and the other equity holders are entities controlled by Louis T. Bravakis and
9 Raymond S. Kusche, who are Vice Presidents of the applicant and serve in a similar capacity
10 with LEG and Laidlaw Biopower, LLC. Former New Hampshire Congressman Charles Bass
11 also serves as a director Laidlaw Biopower, LLC.

12 **Q: Please provide the names and addresses of LBB's shareholders, officers and**
13 **directors.**

14 A: Laidlaw BioPower, LLC is the sole shareholder of LBB. LBB's officers are
15 Michael B. Bartoszek, Raymond S. Kusche and Louis T. Bravakis. Michael B. Bartoszek and
16 former New Hampshire U.S. Representative Charles Bass serve as directors of the applicant.
17 The address for all of the foregoing is c/o Laidlaw Energy Group, Inc., 90 John Street, Suite 401,
18 New York, NY 10038. An organization chart describing the various affiliates of the applicant is
19 attached as Exhibit 1.

20 NewCo Energy, LLC has agreed to buy 100% of Laidlaw BioPower, LLC's shares of
21 LBB. An organizational chart describing NewCo's relationship to LBB is attached as Exhibit 1.

22 **Q: Describe Homeland Renewable Energy's role in the Project.**

1 A: Homeland Renewable Energy brings experience constructing and operating
2 biomass facilities to the team and is providing services to LBB on the Project. Under contract
3 with NewCo, Homeland is to provide service to the Applicant for the development, design,
4 construction and operation of the Berlin Project, after the change in ownership. The combination
5 of Laidlaw's and Homeland's biomass-energy development businesses brings together
6 approximately 30 professionals focused on developing biomass-energy in North America.

7 **Q: Does the applicant or any of its affiliates or principals listed above operate**
8 **any other power generation facilities?**

9 A: NewCo's principals have extensive experience constructing and operating power
10 generation facilities. LBB's principals have experience operating natural gas and biomass fueled
11 power plants in New York and Maine respectively. Certain of Homeland's principals currently
12 operate a 55 megawatt biomass fueled power plants in Benson, Minnesota, which is fueled by
13 both turkey manure and wood biomass chips.

14 **Q: Who is PJPD Holdings, LLC and what is its relationship to LBB?**

15 A: As discussed below, PJPD Holdings, LLC is an affiliate of NewCo that has
16 agreed to provide the requisite equity financing for the Berlin Project pursuant to a Development
17 Agreement dated 12/23/08.

18 **Q: Please describe LBB's financial capability as it relates to the development,**
19 **construction and operation of this Project.**

20 A: Under RSA 162-H:16, in order to obtain a Certificate of Site and Facility the
21 Applicant must show that it has adequate financial capability to construct and operate the Project
22 in compliance with the terms and conditions of the Certificate. As demonstrated below, LBB
23 and its investors possess the requisite financial capability.

1 The projected budget for the construction of the Project is \$110 million. The Applicant
2 has entered into a Development Agreement dated 12/23/08 with PJPD Holdings, LLC, whereby
3 PJPD has agreed to provide initial capital to fund the development of the project until such time
4 as all construction financing is in place. LBB considers the Development Agreement to be
5 confidential business information but it would be willing to provide a copy to the Committee
6 subject to a Protective Order. To date PJPD has contributed approximately \$10 million of capital
7 to acquire the former Fraser Pulp Mill and to pay for the various engineering, professional and
8 other costs involved in converting it to a biomass-energy facility.

9 PJPD is an affiliate of NewCo Energy, LLC. NewCo's owners and its Board of Advisors
10 include both the former and current managing partners of Accenture's Utilities Practice, as well
11 as other individuals associated with Accenture, who have experience in the development,
12 investment, and operations of power generation projects through its consulting practice and
13 outsourcing practice. For example, these individuals have helped create and enable the licensing
14 and design activities for three new nuclear plants in the U.S., created power plant strategies for
15 multiple integrated investor-owned utilities in the U.S., performed plant and fleet optimization
16 and implementations for more than twenty-five power plants for multiple investor-owned
17 utilities, worked with plant operators to improve plant performance (addressing factors such as
18 heat rates, capacity and asset maintenance), developed the RTO/ISO processes and systems for
19 interfacing with power plants and utilities for most of the U.S., and conducted multiple strategy
20 projects regarding renewable and alternative energy feasibility and allocations/generation mix .
21 Access to current and former Accenture executives not only gives PJPD and NewCo access to a
22 significant pool of financial resources but also provides PJPD and NewCo with a strong
23 foundation of power plant capabilities. Accenture is a consultant to 96 of the Fortune Global

1 100, more than three-quarters of the Fortune Global 500, and major government agencies around
2 the world. Accenture is one of the world's leading management consulting, technology services
3 and outsourcing companies. For more information about Accenture, see
4 <http://www.accenture.com>.

5 The Applicant has agreed to enter into a long-term lease agreement with PJPD totaling 50
6 years (including automatic renewal options) and in consideration PJPD has agreed to provide
7 100 percent of the capital required to construct the Project. In a leveraged lease arrangement of
8 this type, the cash flows of the Project, which will be supported by a long-term power purchase
9 contract with an investment grade rated utility, support debt financing for the Project while the
10 lessor provides the equity capital.

11 The capital structure of the Project is expected to be comprised of approximately \$80
12 million of debt and \$30 million of equity. The debt financing is expected to be provided by
13 various institutional investors. Expressions of interest to provide this financing can be provided
14 if the Committee requires it. The equity capital will be provided by PJPD. While PJPD may
15 enter into one or more transactions to fund all or a portion of its equity commitment, as is often
16 done in such leveraged lease transactions to further enhance the lessor's returns, PJPD has
17 committed to providing this funding in the Development Agreement and has sufficient resources
18 to fund its capital commitment if need be.

19 Ongoing development and construction activities will be undertaken by LBB and
20 Homeland Renewable Energy. The principals and employees of NewCo, LBB, and Homeland
21 have extensive experience in the various areas necessary to take a project from conceptual stage
22 through commercial operations. NewCo, LBB and Homeland's principals have substantial
23 experience in financing large capital projects in the power and other sectors and in the

1 negotiation of material contracts, due diligence and financial modeling necessary to obtain
2 project financing.

3 Homeland's team has substantial experience in the development, and operation of both
4 traditional and alternative fuel projects. See [http://www.homelandrenewableenergy.com/hre-](http://www.homelandrenewableenergy.com/hre-team.html)
5 [team.html](http://www.homelandrenewableenergy.com/hre-team.html). These individuals have developed and arranged financing for other alternative
6 energy projects, including the development in 2004 of a \$235 million biomass power plant in
7 Benson, Minn. developed by Homeland's subsidiary, Fibrowatt LLC, using technology similar to
8 that which will be used by the Project. In addition, that project was financed using the same
9 structure and process that will be used to finance this Project. Homeland subsidiaries are
10 currently actively working on biomass projects in North Carolina, Arkansas, Mississippi and
11 Maryland, with other projects planned for Alabama, Texas and other states. Homeland is lead
12 by Rupert Fraser, its President & CEO. Mr. Fraser and his family have successfully built and
13 operated three alternative energy projects in the UK similar to those in Benson, Minn.

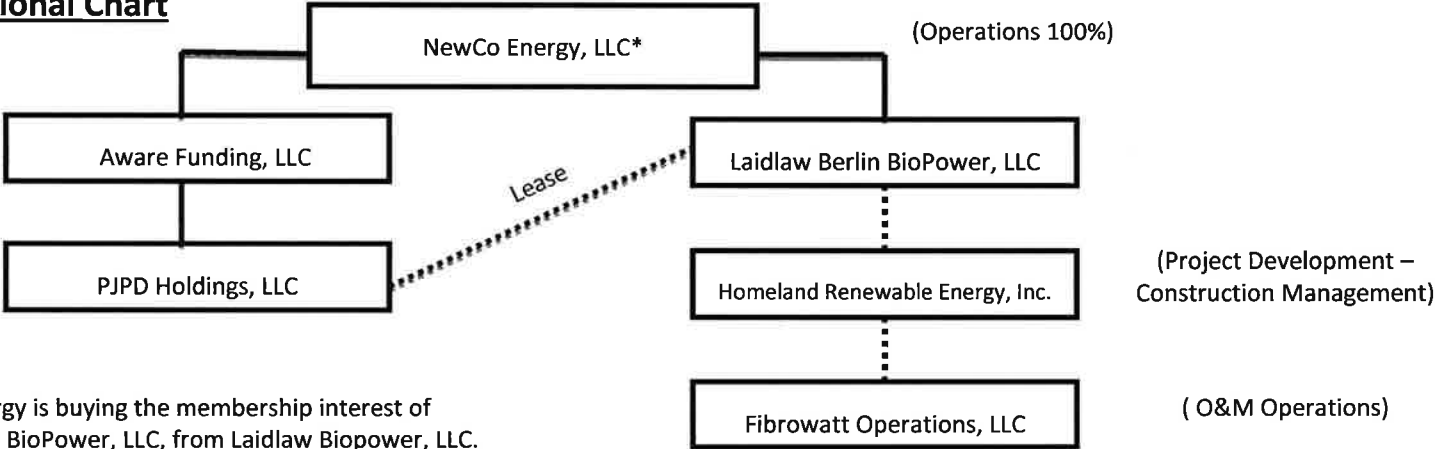
14 The ongoing operations of the Project will largely be supported by the cash flows
15 generated from a long-term Power Purchase Agreement ("PPA") with Public Service Company
16 of New Hampshire ("PSNH"). The PPA is an essential element of the Project's financial
17 viability and will be the dominant positive factor in securing the debt financing. Under the PPA,
18 PSNH will purchase 100% of Project electric output and capacity for a period of 20 years. The
19 Project will have incentives to acquire fuel at competitive prices. In addition, 100% of the
20 available renewable energy certificates ("RECs") that qualify for compliance under the New
21 Hampshire renewable portfolio standard will be sold to PSNH. The price for such RECs is based
22 on the New Hampshire Alternative Compliance Payment.

1 Similar to the Committee's course of action in Granite Reliable Power, LLC (Decision Granting
2 Certificate of Site and Facility With Conditions, July 15, 2009, Docket No. 2008-04), the
3 Applicant would be willing to accept a certificate condition that prohibits the commencement of
4 construction until all construction financing is in place.

5 **Q: Does this conclude your pre-filed testimony?**

6 **A:** Yes, but I would be happy to answer any questions.

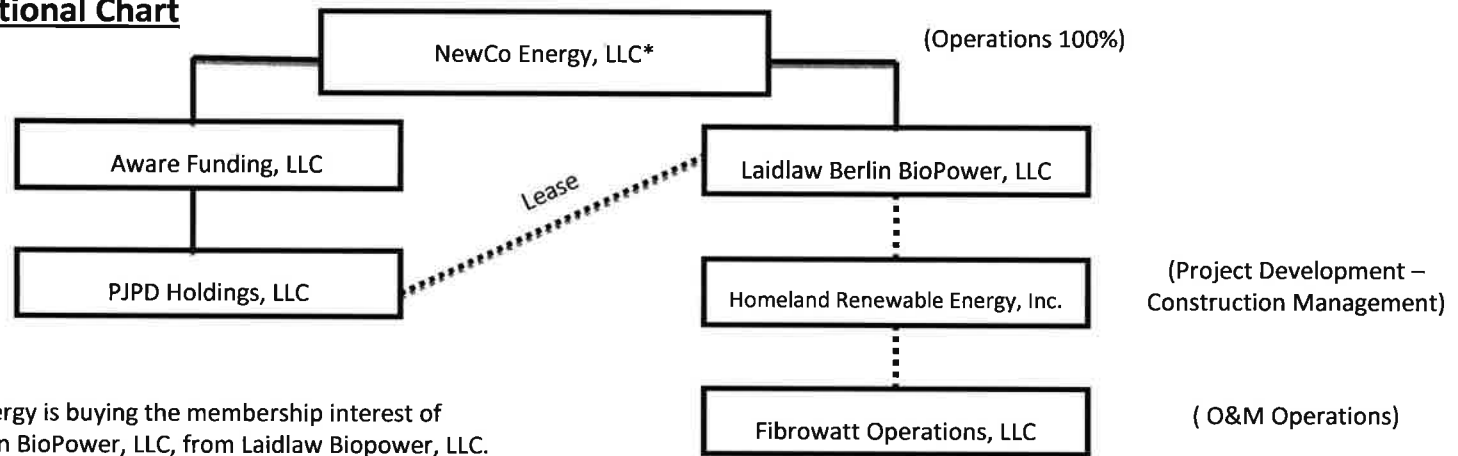
New Organizational Chart



* NewCo Energy is buying the membership interest of Laidlaw Berlin BioPower, LLC, from Laidlaw Biopower, LLC.

AMENDED ORGANIZATIONAL CHART

New Organizational Chart



* NewCo Energy is buying the membership interest of Laidlaw Berlin BioPower, LLC, from Laidlaw Biopower, LLC.

AMENDMENT TO CARL STRICKLER'S
TESTIMONY

**STATE OF NEW HAMPSHIRE
BEFORE THE SITE EVALUATION COMMITTEE**

Docket No. 2009-02

Application of Laidlaw Berlin BioPower, LLC

**TESTIMONY OF CARL STRICKLER ON
BEHALF OF LAIDLAW BERLIN BIOPOWER, LLC
AMENDED AUGUST 16, 2010**

1 **Q: Please state your name, title and business address.**

2 A: My name is Carl Strickler. I am Senior Vice President and Chief Operating
3 Officer for Fibrowatt LLC. My business address is: One Summit Square, Suite 200, 1717
4 Langhorne-Newtown Road, Langhorne, PA 19047. My business telephone is (267) 352-0014.

5 Homeland Renewable Energy, Inc. is the parent company of Fibrowatt, LLC. Fibrowatt
6 is Homeland's project development company for poultry litter fueled biomass projects.
7 Homeland Renewable Energy is also the parent company of Fibrowatt Operations LLC, the
8 operating company which will be supporting the Berlin Project through its personnel as
9 described herein. ~~As described in the testimony of Michael Bartoszek, Homeland and Laidlaw~~
10 ~~are joint venture partners in the Berlin Project.~~

11 **Q: Briefly summarize your educational background and employment**
12 **experience.**

13 A: I have a B.S. in Mechanical Engineering from the University of Delaware. ~~In~~
14 ~~addition to involvement with the applicant through Homeland Laidlaw Energy,~~ I manage
15 Fibrowatt's project development and operations businesses. I have served in a similar capacity
16 since Fibrowatt's US development operations began in 2000. Previously, I was a principal
17 member of Reading Energy and was involved in the development, operation, and management of
18 three alternative-energy power projects representing over \$600 million in capital investment.

19 **Q: What is the purpose of your testimony?**

20 A: I will be providing information about the applicant's technical and managerial
21 capability to construct and operate the Berlin Project.

22 **Q: What is your role in the Berlin Project?**

1 A: I will oversee and ultimately be responsible for the final design, construction and
2 operation of the Berlin Project. Under contract with NewCo Energy LLC, Homeland is to
3 provide service to the Applicant for the development, design, construction, and operation of the
4 Berlin Project, after the change in ownership described in Michael Bartoszek's amended
5 testimony and the amended Application.

6 **Q: Please describe your experience and Homeland's experience as it relates to**
7 **construction and operating facilities similar to the Berlin Project.**

8 A: I have over 20 years of experience in the development, operation and
9 management of independent power plants throughout the United States. Most recently, this
10 included the development, permitting, financing, construction, and operation of the Fibrominn
11 Biomass Power Plant in Benson, Minnesota. The Benson plant is a 55 MW plant, which has
12 been in commercial operation since mid-2007. The Fibrominn plant is fueled with poultry litter
13 and other forms of biomass such as woody biomass and agricultural by-products.

14 In addition to the Fibrominn project, members of Homeland Renewable Energy's
15 management team previously developed three similar biomass plants in the United Kingdom
16 between 1990 and 1998. These were the world's first three poultry litter fueled power plants. In
17 thirteen years of operation, these plants have turned over 6 million tons of biomass into
18 electricity.

19 **Q: Briefly summarize the Applicant's technical and managerial capability to**
20 **assure construction, operation and maintenance of the Berlin Project in compliance with**
21 **the terms and conditions of the Certificate requested here.**

1 A: NewCo's management team has extensive technical and managerial capability to
2 undertake the construction, operation and maintenance of the Berlin Project. The professional
3 biographies of Michael Loulakis and Michael Ferree are attached as Exhibit 1.

4 _____Homeland Renewable Energy's management and engineering teams have extensive
5 experience with the design, construction, operation and maintenance of biomass power plants.
6 This includes members that have had (a) responsibility for biomass boiler design, (b)
7 responsibility for the management of the design and construction of biomass power plants,
8 including experience while serving as the engineering, procurement, and construction contractor,
9 (c) responsibility for site construction management, (d) fuel procurement, (e) plant operations
10 management, and (f) regulatory compliance. These management and engineering teams
11 represent over 200 combined years of relevant construction, operation and maintenance
12 experience.

13 **Q: Please describe in some detail the Applicant's qualifications to construct the**
14 **Facility in conformance with the Certificate requested here.**

15 A: Members of NewCo's management team have extensive experience that can be
16 called upon for assistance by Homeland in its role with respect to the construction of the Facility.
17 See Exhibits 1.

18 _____Fibrowatt's management and engineering team oversaw the design and construction of
19 the Fibrominn Biomass project, meeting the performance requirements of the relevant permits
20 issued, including key air emissions permits, power plant siting requirements, as well as other
21 federal, state and local permit and approval requirements. This work extended to the
22 management of the various contractors involved in carrying out the detail design, construction
23 and testing of the plant. The Fibrominn plant is the first of its kind in the United States, and

1 presented some unique engineering challenges, the management of which provide a solid
2 foundation from which to develop and construct other biomass projects such as this project.
3 Fibrowatt's experience with the Fibrominn project provides the applicant with the qualifications
4 to construct the Facility in conformance with the Certificate.

5 **Q: What is the construction timeline for the Berlin Project?**

6 A: It is expected that construction will take twenty-four to thirty-two months based
7 on the current development timeline.

8 **Q: Please describe in some detail the Applicant's qualifications to operate the**
9 **Berlin Project.**

10 A: Members of NewCo's management team have extensive, directly relevant,
11 experience. See Exhibit 1.

12 In addition, Fibrowatt Operations LLC currently operates and maintains the 55 MW
13 biomass fueled power plant in Benson, MN. Fibrowatt oversaw plant personnel selection and
14 hiring, training and orientation, and implementation of plant administrative and personnel
15 policies and procedures. Fibrowatt established the plant operating and maintenance procedures
16 for the facility which are aimed at its core company values of personnel health and safety,
17 environmental compliance, and operational excellence. Under the Fibrowatt operations and
18 management principles, the plant has established an excellent safety record and has demonstrated
19 the ability to operate at design output levels at a high capacity factor. The operations team at
20 Fibrominn has taken a very active role in various local outreach programs and has been accepted
21 by the community as a responsible and valued neighbor. Fibrowatt's experience at the
22 Fibrominn project, together with the cumulative experience of the key Fibrowatt personnel,
23 qualifies it to operate the Berlin Project.

1 **Q: How will the Facility be staffed once it is operational?**

2 A: Plant staffing and management will be led by the Plant Manager who will be
3 responsible for the overall operations, maintenance and administration of the Facility. The Plant
4 Manager will report to the Vice President of Operations. Efforts will be made to recruit qualified
5 local people for employment at the Facility.

6 **Q: What is the maintenance plan for the Facility?**

7 A: The Facility's design and construction is for full load operation 365 days a year,
8 with sufficient redundancy to permit continuous operation during periods of routine equipment
9 maintenance. The day-to-day operations and maintenance will be in accordance with a
10 comprehensive operations and maintenance program, which will include an electronic
11 maintenance management system and regular staff personnel training.

12 The scope and frequency of major maintenance work on the Facility's equipment will be
13 in accordance with the power industry standards and equipment manufacturer's
14 recommendations. The frequency of planned maintenance for major plant components will be
15 based in part on the number of start-ups and operating hours and should fall into three categories:

- 16 • Yearly – example, furnace and major equipment inspection and maintenance;
- 17 • Every 2 years (typical) – example, flue gas-path inspection and component replacement;
- 18 • Every 5 to 6 years (typical) - Major equipment overhaul

19 **Q: Do you have an emergency response plan for the Facility?**

20 A: A draft Pollution Prevention and Emergency Response Plan has been included in
21 Appendix L of the EFSEC Application. This Plan will be amended to properly represent the
22 final plant design and will incorporate applicable procedures as provided by equipment suppliers
23 for this project. The final Emergency Response Plan will identify the chain of command,

1 external contacts to notify or assist with emergency response, and an inventory of site emergency
2 response equipment and supplies. Within the plan will be procedures for emergency
3 communication, securing the plant, evacuating non-essential employees and other personnel, and
4 responding to emergency incidents. The final plan will also include employee training and drills.

5 **Q: Does this conclude your pre-filed testimony?**

6 **A: Yes.**

EXHIBIT 1

MICHAEL P. FERREE

Mr. Ferree is responsible for technical analysis and project oversight and has over 25 years experience in industrial project and construction management, mechanical maintenance and energy development. Prior to joining NewCo Energy, LLC Mike maintained an active practice as an independent energy-project consultant for both private and public companies. He served 18 years as President of Gateway, N.A. which successfully developed and constructed three power generation facilities in Utah, California and New Mexico, and held the position of Vice President in the Energy Department at First Southwest Company. In this capacity Mike was responsible for developing and reviewing energy-related contracts, performing due diligence on energy technologies, energy conservation and distributed generation projects.

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STATE OF NEW HAMPSHIRE
BEFORE THE SITE EVALUATION COMMITTEE

Docket No. 2009-02

Application of Laidlaw Berlin BioPower, LLC

**TESTIMONY OF CARL STRICKLER ON
BEHALF OF LAIDLAW BERLIN BIOPOWER, LLC
AMENDED AUGUST 16, 2010**

1 **Q: Please state your name, title and business address.**

2 A: My name is Carl Strickler. I am Senior Vice President and Chief Operating
3 Officer for Fibrowatt LLC. My business address is: One Summit Square, Suite 200, 1717
4 Langhorne-Newtown Road, Langhorne, PA 19047. My business telephone is (267) 352-0014.

5 Homeland Renewable Energy, Inc. is the parent company of Fibrowatt, LLC. Fibrowatt
6 is Homeland's project development company for poultry litter fueled biomass projects.

7 Homeland Renewable Energy is also the parent company of Fibrowatt Operations LLC, the
8 operating company which will be supporting the Berlin Project through its personnel as
9 described herein.

10 **Q: Briefly summarize your educational background and employment**
11 **experience.**

12 A: I have a B.S. in Mechanical Engineering from the University of Delaware. I
13 manage Fibrowatt's project development and operations businesses. I have served in a similar
14 capacity since Fibrowatt's US development operations began in 2000. Previously, I was a
15 principal member of Reading Energy and was involved in the development, operation, and
16 management of three alternative-energy power projects representing over \$600 million in capital
17 investment. **Q: What is the purpose of your testimony?**

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19 capability to construct and operate the Berlin Project.

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