



# the eeelluminator

The quarterly newsletter of E-3

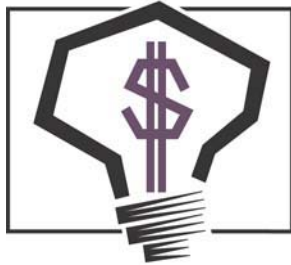
www.e3energy.org

April, 2003

Vol. 1 No. 3

entrepreneurs for energy efficiency

Our mission: to promote successful commercialization of energy efficient technologies developed with the support of the Department of Energy's Inventions & Innovation Program



## Inventions & Innovation Commercialization Workshop Summary of October 10, 200 Meeting by BCS Incorporated

# The DOE Perspective

### I. Purpose

The workshop was planned to help determine how Inventions & Innovation (I&I) can more effectively assist grantees with the technology commercialization process. Individuals were asked to participate because of their experience/success in technology commercialization. Participants provided recommendations for further improving I&I. The following document provides a record of the day's events and discussions.

### II. Attendees

Susan Abkowitz, Dynamet Technology, Inc.  
John Balsam, New Horizons Technologies, Inc.  
Lisa Barnett, Weatherization and Intergovernmental Program  
Rolf Butters, Weatherization and Intergovernmental Program  
Walter Copan, Lubrizol Corporation  
Robert DeSaro, Energy Research Company  
George Dzyacky, 2nd Point, Inc.  
Jim Echols, Sidtec Services, Entrepreneurs for Energy Efficiency, Inc.  
Jill Fisher, BCS, Incorporated  
Kenneth Green, BCS, Incorporated  
Bill Harrington, Vista Ventures, LLC  
John Millhone, Weatherization and Intergovernmental Program  
Laura Richardson, BCS, Incorporated  
Scott Richlen, Industrial Technologies Program  
Jeff Sasko, Morgan Industries, Entrepreneurs for Energy Efficiency, Inc.  
Ken Schoppman, Licensing Executive Society

### III. Proceedings

#### A. Welcome – Lisa Barnett

Lisa thanked the participants for attending the workshop and stated that the session would be important for the continual improvement of I&I. Lisa provided some background on I&I.

#### I&I Background

The program is approximately 25 years old. Legislatively, it was enacted in 1977 to give small businesses the incentive to commercialize technologies. Its commercialization aspect makes it unique – it is the only government



program that assists with commercialization. It has a 25% success rate, which is remarkable for a government program, especially since the program is not in the business of picking winners and losers.

I&I is viewed as a major delivery vehicle for EERE, and it is now in the Weatherization and Intergovernmental Program of EERE. It is seen as providing services to our communities through its focus on small businesses. The commercialization-delivery mechanism is critical to the program and the reason for the workshop.

Since its inception, I&I has specifically focused on energy efficiency and renewable energy technologies. Some of the services provided to inventors have included market assessments, commercialization assistance, licensing, testing, and business plans. Originally, proposals were unsolicited and National Institute of Standards and Technology (NIST) worked with inventors to make their proposals acceptable to the government. It was a long and expensive process that required many staff hours and resources for each proposal. In 1997, the program was changed and renamed Inventions and Innovation. NIST is no longer involved and I&I is strictly a competitive solicitation program. All proposals receive a fair and equitable review. The project management was moved from Headquarters to the Golden Field Office. There is no longer a cadre of staff at Headquarters to provide one-on-one personal attention at one locality. There used to be a staff of 13 people specifically for the program at the HQ level, and there are now two people. The resources and funding have been dramatically cut - the program at one time had a funding level of over six million dollars and was consistently at that level in the 1980s. Last year, the program had a budget of \$2.3 million and Congress increased that to \$4.3 million.

Due to this decreased funding and resources, it is important to consider what services should be provided to inventors and how these services should be delivered. The program needs to decide if the current structure is the most effective mechanism for delivering technical and commercialization assistance to inventors. What is the most effective way of delivering technical and market assistance that takes into account I&I's existing resources? Market assessments have proved to be a valuable service to inventors in the past, but what other services should the program provide? Should inventors go to a forum or business development class? What can I&I deliver to inventors today that will make them successful? Whereas the program used to help inventors put together proposals that were acceptable to the government, today's grantee must already have an acceptable proposal to be considered for funding. To this end, I&I does not necessarily have the same type of inventor as it did before. Today's inventor has to be a little more sophisticated in his or her proposal-writing skills. The purpose of the workshop is to discuss what the needs of today's inventors are and how I&I can help inventors be more successful in the business world.

## Questions

Participants asked Lisa Barnett the following questions:

*Can you comment on the current level of support offered by the program in terms of staff?*  
There are five RCIs who provide personal assistance, technical assistance, and help with business development. The RCIs work with New Horizons on market assessments for



technologies. This has proven to be a valuable resource for inventors. The RCIs determine on a case-by-case basis if a more in-depth market assessment is needed. In addition, the Golden Field Office monitors the projects. The Golden Field Office is not equipped with the skills needed to provide one-on-one commercialization support, although they may have those skills in the future.

*You mentioned that there is a 25% success rate for the program. How do you measure success?* I&I success is measured by one commercial sale. The program considers 25% to be an excellent success rate, but we would like to get beyond 25%. The purpose behind the workshop is not that the program is broken and needs to be fixed; the workshop will allow I&I to look for a better way to provide services with available resources.

It should be noted that the I&I success rate has been independently verified by Oak Ridge National Laboratory and Pacific Northwest National Laboratory. The data is available.

## **B. Introductions**

Attendees introduced themselves and explained their involvement with the program.

## **C. Success Stories – George Dyzacky, Bob DeSaro**

Attendees were asked to speak about their individual experiences with I&I.

**2<sup>nd</sup> Point, Inc.** – I&I was able to aid George Dyzacky because, although he had a patent for his technology, he needed performance data to prove the effectiveness of his technology. He also needed contacts that understood his technology to help with him with commercialization, which I&I supplied. George spent 24 years in the petroleum refining industry, and he found a way to estimate distillation column flooding in column instrumentation. His technology worked effectively so he patented the invention. The company he worked for released the patented technology to him, but they would not give him its performance data because it was proprietary. For four years before he entered the I&I program, his efforts mainly involved interactions with technology brokers, but the technology brokers did not understand his technology.

George came across the I&I program through the DOE Web site. He submitted a pre-proposal and, in about six weeks or so, received a letter saying that his technology fit the mission of the program and he was encouraged to apply. He was awarded an I&I grant in 2000. The objective of the grant was to fund an independent evaluation of the technology. He already knew he had an invention that worked, but he did not have data that he could use publicly. His goal was to find a pilot plant where he could generate the data, which he did successfully. However, the key to his I&I grant was that it got him the exposure to the right people that he needed to be successful.

Ann Rydalch, an RCI, was George's contact within the I&I program, and George explained the genealogy of the network that she initiated to help him achieve the goal of that grant. Through Ann, George met Rolf Butters, who led him to the University of Texas at Austin and the pilot plant. As a result of successfully testing the technology and making the university researchers aware of the technology, the university contacts found industrial partners for George that were



interested in the technology. It is through these same industrial partners that he has received a larger grant worth \$930,000. George has just received his post-award form. George stated that the single greatest thing the I&I program has done for him is to confer credibility on him. When George applied for an I&I grant in 2000, there was a total of 420 applications submitted. George's proposal was one of 26 that was selected, and this selection alone made his technology credible. In today's industry, credibility is so important.

**Energy Research Company** – Bob DeSaro stated that the benefits from the I&I program far exceed the monetary value of the grant. Bob praised the program managers for all their hard work and commended Rolf Butters for all he has done for the inventors. Bob noted that the commercialization workshop was truly beneficial to him and his company because it taught him what must be done to market a technology. Another benefit of I&I is that it is a feeder program because if an inventor succeeds in I&I, he or she is looked upon favorably by the other IOFs and has the opportunity to go a step further with the technology. Bob stated that problems with the program are that it is underfunded and oversubscribed. It cannot possibly fund as many inventors as could benefit from the program. Congress should raise I&I funding by 50% because a 25% success rate is outstanding. Bob suggested that the program determine why those 25% who do commercialize their technologies are successful and what others have done wrong. Perhaps Entrepreneurs for Energy Efficiency, Inc. (E-3) could provide some resources to collect that information. He concluded that the program is extremely well-run.

#### **D. Inventor Needs**

The following describes the various needs that an inventor has to commercialize a technology. Inventor activities have been divided into three general areas: Technical area, business area, and market area. Participants brainstormed inventor needs in each of these three areas:

##### **Technical Area:**

- Resolving conflicts between trade secrets and patents (intellectual property uniqueness).
- Designing technology to market specifications.
- Engineering prototypes.
- Validating performance of technology.
- Calculating energy savings.
- Helping with product development.
- Aiding in follow-on development/scaling up technology from prototype to commercially ready.
- Providing access to enabling resources and skills.

##### **Business Area:**

- Identifying finance (financial planning).
- Learning steps to commercialization of technology.
- Writing a business plan.
- Preparing for investor pitch/finance pitch.
- Identifying the right steps to intellectual property and intellectual property protection.
- Building a management team.
- Attending a commercialization workshop.



- Being screened after the award is made to determine where in the grant/commercialization process the grantee is in; being broken into steps of commercialization.
- Gaining access to facilities.
- Identifying strategic partners for manufacturing and marketing – “If I’m going to commercialize, will I license to someone else?”

## **Market Area:**

- Training for market entry.
- Performing a market analysis and identifying key account and key partner.
- Identifying market channel access – partnership strategy.
- Identifying who the customer will be.
- Understanding latent market needs and unarticulated needs.
- Identifying additional applications with worthwhile potential.
- Hiring or assessing the need for an in-house marketing manager.
- Identifying long-term opportunities while working on near-term opportunities.
- Performing a market survey.
- Analyzing competitors.
- Collecting information on international barriers – support with tariffs, international intellectual property, etc.
- Obtaining valuation assistance that will provide objective valuations to support licensing negotiations.
- Analyzing international markets.
- Negotiating agreements with laboratories and universities.
- Resolving market creation issues.
- Having a lifecycle analysis.
- Performing post-market analysis.

## **E. Program Assistance That Responds to Inventor Needs**

There were many attendee suggestions/comments on the type of program assistance that would respond to the inventor needs identified above. Key suggestions included:

- Post-award screening of grants
- Services that are tailored to each grantee
- Market assessments
- Assistance in writing commercialization and business plans
- One-on-one contact between grantees and the I&I team
- Access to conferences, forums, financing, and workshops for networking
- Bound and Web-based informational tools

## **F. Round Table**

Attendees provided comments in a round table discussion.



**Bill Harrington** – Bill stated that the meeting had been very helpful for I&I. He added that commercial sales is a good measure of success, but there are probably some other indicators that the program could use, such as number of customers, non-federal cash rate, etc.

**John Balsam** – John said that DOE has done a great job with the program. The current model is good, but it could also be tweaked. He said that the group touched upon some of the ways the program could be enhanced given the funding limitations. He said that it would be great if we could better relate the successes of the program in order to attract more funding. He would also like to get the ideas presented at the workshop validated by other grantees.

**Ken Schoppman** – Ken appreciated the opportunity to be at the workshop. He learned a lot about I&I and looks forward to working with the program through LES. He said that invention is the beginning of the intellectual property pipeline and that LES has a lot of members working on various stages in that pipeline.

**George Dyzacky** – George noted that some changes that were suggested at the workshop would require a high level of human resources. He also discussed the possibility of collecting more data on I&I successes.

**Walter Copan** – Walter encouraged the program to expand on measures of success so that a richer story could be told. He also said that the program should form partnerships to leverage resources.

**Bob DeSaro** – Bob stated that he was disappointed that the commercialization workshops are not being filled because they are such an important part of the I&I program. He also said that it is important for the program and inventors to take advantage of resources like E3.

**Jim Echols** – Jim stated that the program should focus on selecting proposals that have developed or planned prototypes/demonstrations.

**Susan Abkowitz** – Susan said that the non-monetary benefits of the program have been impressive. She believes that the program should tailor its services to the inventor and promote personal contact/assistance with networking. She feels that personal contact is more important than Web resources.

**John Millhone** – John thanked the participants for their attendance. He stated that the meeting was a very helpful experience and that he looks forward to reviewing the recommendations from the meeting.

**Scott Richlen** – Scott said that the discussions were very good and that the attendees worked well together. He appreciated their complements to Rolf and their support of Lisa in her continuing efforts to improve the program. Although the program is complicated and a difficult program to run with limited resources, Lisa has been very successful, and a large part of her success has been based on the information, advice, and interaction she has had with her alumni.



He stated that a lot of ideas had been captured at the workshop, but the hard part would be setting priorities. He said that the best bet is probably leveraging, which is the hardest to do.

## G. Closing Remarks

Lisa thanked the group for their participation. She understands that everyone is busy and wanted to assure them that their participation and ideas provide an important perspective. They will help determine the future of the program.

## IV. Recommendations

Based on workshop suggestions, I&I makes the following recommendations for improving its assistance and delivery:

- **Public Resources**—A general Web-based resources page will be provided for the public’s use. The page will include general information on patents, licensing, and resources for inventors.
- **Post-Award Grantee Resources**—After an award has been made, a secure, password-protected Web site will be available for grantees. The Web site will contain specific tools and resources related to commercialization and the I&I grant. Resources will include information on market penetration, I&I contacts, activities, success stories, and timelines.
- **Commercialization Assessment**—A post-award assessment will be conducted for each grantee. The assessment will determine where each grantee is located in the commercialization process. Based on the assessment, I&I will aid the grantee to develop a commercialization plan and set milestones for the grant.
  - Six-month evaluation—This will be a “check-up” evaluation that will gauge how the grantee is following the commercialization plan and meeting the plan milestones. It will also gauge what type of services could benefit the inventor.
  - Twelve-month evaluation—This will be another “check-up” evaluation for those grantees who are still following their commercialization plans and meeting their milestones.
- **Market Assessment**—Services available to grantees, on a selective basis, include market assessments. Evaluations of technology markets and market penetration are key for the success of grantees. Market assessments will include:
  - Intermediary assistance in market introductions
  - Aid in determining market penetration
  - Alternative market applications
- **Mentoring**—Based on the results of each evaluation and the commercialization and market assessments, an I&I team member will direct the grantee to the following specific customized services:



- Networking assistance—Staff at DOE-HQ and the regional offices will provide information on networks and contacts. I&I team members will also provide:
  - Information on licensing (LES), financing, and incubators
  - Access to industry-specific entrepreneurial contacts
  - Information on and access to forums and conferences
- International assistance—Opportunities to leverage resources and expertise in other federal programs will be pursued, including:
  - Guidance on import-export information
  - International manufacturing contacts

## Meet the Mentors

In the last issue of *the eeelluminator*, the E-3 members who have volunteered to be mentors were announced. In this issue, E-3 profiles each of our mentors-to-be.

**Kevin M. Bolin, President and Chief Financial Officer, EnerTech.** As Company President and CFO, Mr. Bolin brings a bottom-line perspective to daily operations and overall strategy. Blending sound technology development with strong financial control and oversight, he involves financial personnel with technical issues to assure that the Company's decision-making process is mindful of cost restraints and return on investment.

Mr. Bolin formed EnerTech in 1992 with Norman Dickinson, the inventor of the Company's core technology, and Peter Dickinson, its primary initial investor. Starting with seed capital of \$25,000, Mr. Bolin was responsible for leading EnerTech through the start-up phase to its present status: a company with several large projects under development, a strong list of strategic partners, and ample capitalization to meet the Company's operating plan. He was responsible for assembling the current EnerTech team, locating corporate partners, successfully negotiating several license agreements and joint venture contracts, and raising sufficient capital to support operations and perform significant R&D work, including a process development unit and the first EnerTech installation, a 20 ton/day unit in Japan.

Mr. Bolin's previous financial experience includes a background in public accounting at KPMG Peat Marwick's New York and Atlanta offices, where his client base included companies in the construction, pulp and paper, chemical, and energy industries. Mr. Bolin left his position as Audit Senior at Peat Marwick to become Assistant Controller for Gillett Communications of Atlanta, Inc., where he was responsible for the company's budgeting, cash flow, cost reductions, and personnel and financial management. A promotion to the marketing department broadened his background to include sales. Mr. Bolin has a Bachelor of Business Administration degree in Accountancy from the University of Notre Dame and is a Certified Public Accountant in New York and Georgia. He is a frequent speaker at emerging growth company and international business seminars.

**Financial Projects:** At EnerTech, Mr. Bolin arranged for initial capital investment and mezzanine financing from private investors, negotiated licensing contracts with four foreign



companies and three U.S. companies, and oversaw the successful implementation of twenty federal contracts. Previous experience includes supervising the audit function for an initial public offering (IPO), supervising the audits for numerous companies including Fortune 500 subsidiaries, and managing a variety of CBS-affiliate advertising accounts.

**Robert De Saro, Energy Research Company.** Mr. De Saro received a Master of Science in Aeronautical and Astronautical Engineering from the Massachusetts Institute of Technology in 1974, and a Bachelor of Science and Engineering in Aerospace Engineering from the University of Michigan in 1973.

Mr. De Saro is president and founder of Energy Research Company (ERCo), a Company formed especially for the purpose of bringing innovative solutions to industrial clients who wish to reduce energy use, comply with environmental laws, and increase productivity. Mr. De Saro conducts research in aluminum smelting, laser diagnostics, bioremediation, heat exchangers, and glass recycling. Mr. De Saro has extensive experience in heavy industries, particularly the glass, steel, aluminum, recycling.

ERCo has successfully marketed an aluminum scrap dryer with 14 units sold worldwide. The first successful demonstration was funded by DOE and NY State.

ERCo is developing an advanced furnace for the metals processing industry, with funding from DOE. In this project, a suspension melter is used to process aluminum, copper, or steel. A 1/4-scale pilot system has been successfully completed.

ERCo is engaged in laser diagnostics using Laser Induced Breakdown Spectroscopy to measure the melt constituents in glass, aluminum, and steel melts. DOE funds this work.

ERCo is involved in a number of other technology developments including coating use for high temperature corrosive environments, inert anodes for the primary aluminum industry, and coal characterization.

**Mr. Lawrence C. Farrar, President, Resodyn Corporation.** Mr. Farrar founded Resodyn, located in Butte, Montana, in 1986. He holds a Master of Science in Mechanical Engineering from the University of California, Santa Barbara (1975). He has over 27 years of experience in the field of mechanical engineering. His experience includes research and development, design and manufacturing. Mr. Farrar has been responsible for the development, design and operation of several different types of prototype equipment and systems.

Resodyn Corporation, under the leadership of Mr. Farrar, was the 1998 recipient of the Tibbetts award (awarded by the Small Business Administration) and the 1998 Franklin-Jefferson award (awarded by U.S. West to four small, high-technology businesses in a fourteen-state region). Both awards are made for excellence and achievement in the SBIR program. Resodyn Corporation has won over 45 SBIR awards across eight different agencies.



Mr. Farrar has extensive experience with an advanced technology that uses low-frequency, high-intensity sound energy technology being developed and commercialized for a broad range of mixing and mass transport applications that include chemical, biochemical, biopharmaceutical and industrial mixing operations. He is also the developer of an advanced thermal spray, powder coating technology that has aerospace and industrial applications.

He is the author of over 40 technical publications, including papers in proceedings and journals and patents.

## Congressional Corner

---

The fight over money for the Inventions and Innovations program promises to be intense. The administration asked for \$2.4 million for the Inventions and Innovations program, the same amount requested for the last two years when the goal was to phase out the program. For two years, thanks to the efforts of former grantees and other friends of the program, Congress restored roughly an additional \$2 million. This year competing demands for funding will make that restoration far tougher. Luckily Senator Conrad Burns continues to champion the program in the Senate. But he reportedly wonders who else supports the program.

The lack of administration support reflects a broader retreat from research and development programs. As Dr. Charles Wessner, Director of the National Academy of Sciences' Technology and Innovation Program, recently noted, the United States government has long been ambivalent about its research and development efforts. While support exists for basic R&D, policymakers continue to believe that there is a direct pipeline between basic research and a cornucopia of technologies spilling into the market—despite innumerable reports to the contrary.

In 1798 the government gave a grant to Eli Whitney to produce muskets with interchangeable parts, founding the first machine tool industry. In 1842 Samuel Morse received an award to demonstrate the feasibility of the telegraph. Despite past successes and current rigorous assessments of the Advanced Technology Program at the Department of Commerce, for example, the administration proposed zeroing out this \$200 million program. The Office of Industrial Technologies, Industries of the Future Program similarly faces a 67 percent cut in R&D funding.

While the President clearly holds out the entrepreneurial model to be emulated, his approach to economic recovery rests on tax cuts and reduced regulation. Priorities on the spending side focus on funding for the war in Iraq and homeland security.



## What's NEWs

---

### A death in "our family"

Our dear friend and colleague, Fred Hart lost his son Mark on Saturday morning March 29th. As some of you are aware, he had been ill for the past few years. It was said that Mark went peacefully and was in very little pain.

Fred has requested that in lieu of cards or flowers, donations be made to the National Brain Tumor Foundation. For those that would like to show their support through donations in Mark's name to this organization, Ms. Violet Williams will be accepting donations from those that are interested. She can be reached in 5F-065 or at 202/586-9232.

For those of you in E-3, Fred was associated with the ERIP program for many years. First as an Invention Evaluator at NIST, later as an invention coordinator, and then program manager at the Department of Energy. He worked at DOE during the time that several of the active members were funded and made many site visits.

I know that you join me in extending our condolences to Fred and his family.

### I&I Sponsors Energy-Entrepreneur Web Site

The Inventions & Innovation (I&I) and NICE<sup>3</sup> activities under the U.S. Department of Energy's Weatherization and Intergovernmental Program have announced plans to develop the *ENERGY-TECHNOLOGY COMMERCIALIZATION NETWORK (ETCN)* website. This Internet-based toolbox is being designed to serve as a technology commercialization and business planning resource for DOE's Energy Efficiency and Renewable Energy programs and their customers. The site is being developed by the same organization that created and now maintains DOE's award-winning *Smart Communities Network*.

The *ETCN* is being designed to target "energy entrepreneurs" – i.e., those individuals and small businesses involved in the research, development, and commercialization of energy-efficiency and renewable-energy technologies. The overriding objective of the site will be to serve as the primary Internet portal to the information, contacts, and resources needed and valued by energy entrepreneurs. Specifically, *ETCN* is expected to include:

#### √ Descriptions on and links to:

- National, regional, and state *business*-assistance resources for technology developers
- National, regional, and state *financial*-assistance resources for technology developers
- National, regional, and state *intellectual property*-assistance resources
- Commercialization success stories/profiles of successful "commercializers"
- Sources of mentoring services



- Publications/periodicals/books related to technology commercialization
- National, regional, and state conferences and workshops

√ **A step-by-step guide to technology commercialization ...** What is meant by the term “commercialization;” what options are there for commercialization strategies; what steps are generally attributed to successful technology commercialization; what resources are available to provide further information and assistance; the value of teaming, both for a strong project team and with strategic partners.

The *ETCN* is also expected to include a section dedicated exclusively to past, present, and future I&I grantees. To be developed in close cooperation with the Entrepreneurs for Energy Efficiency (E3), this password-only section may contain contact information for the grantees, brief summaries regarding their technologies and areas of expertise, and a mentoring matrix designed to help match grantees seeking mentoring assistance with those who have indicated a willingness to mentor.

A significant portion of the content development is expected to be completed by the time the website is ready for launch in June. Content will continue to be researched and added even after the launch, however – a process that is never truly completed. In addition, link-checking software will be applied weekly to keep links current, and evaluations of the site will be sought regularly from individuals representing E3 and other target audiences.

Questions about the new *ETCN* and suggestions for resources and content to include in the website should be directed to John Balsam with New Horizon Technologies, Inc. at [johnb@nhtinc.com](mailto:johnb@nhtinc.com).



## **George Dzyacky and 2ndPoint in Fortune Small Business**

The Flooding Predictor was included in an article in the February "Big Idea Issue" issue of Fortune Small Business magazine. The URL to the article entitled "14 Hot Startups" follows; <http://www.fortune.com/fortune/smallbusiness/articles/0,15114,417664-3,00.html>.

George was contacted by Jennifer Keeney a writer for the magazine, who learned of his participation in the World's Best Technology Showcase [<http://www.wbt02.com>] held in Pittsburgh last September. WBT02 was a joint effort between the National Association of Seed Venture Funds (NASVF) and the National Laboratory Consortium for Technology Transfer.

George believes and is now pleased to have direct experience from which to state, that the single most important intangible benefit of being awarded a grant by the Department of Energy, is the



credibility that is conferred upon the inventor and technology. In his case the "intangibles" have taken the form of an invitation to the WBT02 Showcase, and the subsequent connection to a writer at a world renowned magazine such as Fortune Small Business.

George E. Dzyacky  
2ndpoint, L.L.C.  
ged@2ndpoint.com

## **2003 Annual Meeting**

---

Hyatt Regency Crystal City  
2799 Jefferson Davis Highway  
Arlington, VA 22202

### **Wednesday, May 7, 2003** (*Board Meeting, All Members Invited*)

<b>1:00 pm</b>	Introductions and meeting plan	Jeff Sasko, <i>Chairman E-3</i>
<b>1:15</b>	Discussion of candidate mentorees	Dave Jamison
<b>2:00</b>	Plan for mentoring project	Jim Echols, <i>President E-3</i>
<b>2:30</b>	Discussion of E-3 Business Plan & budget	Jim Echols
<b>3:15</b>	Review of strategy & representation	Jim Echols
<b>4:00</b>	E-3 Officer nominations or changes	Jeff Sasko/Jim Echols
<b>4:30</b>	Other business; new members	
<b>5:00</b>	Adjourn	
<b>6:30</b>	Reception	Dave Jamison, ORNL
<b>7:30</b>	No-host dinner	

### **Thursday, May 8, 2003** (*Members & Invited Guests & Potential New Members*)

<b>7:00 am</b>	<b>Buffet breakfast</b>	
<b>7:30</b>	Welcome and Introduction of new members	Jeff Sasko
<b>7:45</b>	Building a Diversified Service Company, & introducing the "Energy Business Network"	John McBride, President <i>New Horizon Technologies</i>
<b>8:45</b>	Success Story: <i>Capitalizing on Multiple Opportunities with a Flexible Strategy</i>	Robert DeSaro, President <i>Energy Research Company</i>
<b>9:30</b>	<b>Break</b>	
<b>10:00</b>	Announcement of Mentoring Assignments	Jim Echols
<b>10:30</b>	<b>Awards Ceremony</b>	Jeff Sasko
<b>11:30</b>	<b>Buffet Lunch</b>	
<b>12:00 noon</b>	<b>Keynote:</b> <i>"The Entrepreneurial Challenge and Achieving Benefits from Mentoring"</i>	Clifford "Kip" Brockmyre Chairman, Laser Fare



1:00	International Opportunities with DOE	Dr. John Millhone, Director <i>Weaterization &amp; Intergovernmental Programs</i>
2:00	Opportunities in Economic Development <i>An Alternative for Capitalization</i>	Rick Larson, VP <i>Sustainable Jobs Fund</i>
3:00	The Venture Capitalist's View	Dennis Gerschick, Manager <i>VenCap Opportunities Fund</i>
4:00	Q&A and discussion	
5:00	Adjourn	

## Profiles of Featured Speakers

---

**Clifford G. "Kip" Brockmyre**, Chairman of the Infinite Group and former Chair of the National Tool & Machining Association, will talk about mentoring and reveal some startling perspectives about entrepreneurial success. Among his numerous successes, Kip built a new product line for his previous company, Quabbin, based on a technology he licensed from an ERIP grantee. A business leader of over forty years who has epitomized entrepreneurial success, Kip was mentoring ERIP grantees and other entrepreneurs before the concept of mentoring was popular with start-up ventures.

**Dennis Gerschick, Attorney, CPA, and Chartered Financial Analyst.** Dennis worked as a CPA with Ernst & Young, one of the Big 4 accounting firms, for about two years before graduating from law school in 1983. While he practiced primarily in Ernst & Young's tax department, he also participated in a number of audits. Dennis has also worked in the tax department of one of Atlanta's largest law firms, Powell, Goldstein, Frazer & Murphy, LLP.

In 1990, Dennis earned the Chartered Financial Analyst designation. He also started his own law firm in 1990. His practice focused on representing closely-held businesses and their owners. For many clients, he also acted as a business and financial advisor. Dennis has served on the American Institute of CPA's Business Valuation Subcommittee.

Dennis has written a series of articles that have been published by the Technology Law Section of the Georgia Bar. An interview with Dennis was also published in *American Venture*, a magazine targeted at entrepreneurs and accredited investors. Dennis also manages VenCap Advisory Group, Inc. which is the sole general partner of VenCap Opportunities Fund, L.P., a venture capital fund. He sits on several Boards of Directors and audit committees.

Dennis provides financial and business advice to companies, valuation services, and litigation support to attorneys. He also evaluates investment opportunities for third parties. Dennis has also chaired many seminars for the Georgia Bar including the annual seminar "Venture Capital Transactions", "Alliances, Joint Ventures, and Partnerships", "Workouts, Turnarounds & Restructurings", and LBOs. He has spoken twice at the annual Corporate Litigation seminar, once about "Using Financial Statements in the Courtroom." Dennis recently co-chaired a seminar on white collar crime focusing on corporate corruption.



**Rick Larson, Vice President, Sustainable Jobs Fund, LP.** Rick Larson is SJF Managing Director, based in the Durham office. He serves on the Board of RYLA Teleservices, Inc. and is SJF liaison to Container Technologies Industries, LLC and R24 Lumber Company, Inc. His other responsibilities include identifying and performing due diligence on potential investments in the Southeastern US and the Appalachian region. Larson was previously National Director of REAL Enterprises, a nationwide program that prepares high school and community college educators to train youth and adults to be entrepreneurs. Prior to joining REAL, Larson worked as a shop floor supervisor and financial analyst in manufacturing for the Cummins Engine Company in Seymour, Ind. and Rocky Mount, N.C. He earned an MBA from the Yale School of Management and a BA from Amherst College, Amherst MA. Larson enjoys coaching and playing soccer, snow skiing, treehouse-grade carpentry, and parenting.

The Sustainable Jobs Fund, L.P. helps build great companies. We invest in enterprises whose rapid growth provides quality entry-level employment. SJF invests from \$250,000 to \$1 million in financing rounds up to \$5 million. SJF specializes in firms that provide unique products and services that are sustainable. SJF will consider any financing opportunity in the Eastern U.S. that offers excellent employment and financial returns. SJF is a long-term partner with portfolio firms, providing follow-on financing, board involvement, management support, and workforce development assistance.

**John McBride, President, New Horizon Technologies, Inc.** John Mc Bride has a bachelor's degree in mathematics and master's degrees in Chemical Physics and Environmental Studies. Mr. McBride has over 30 years experience in energy end-use metering, data analysis and energy systems evaluation. Mr. McBride is the author of numerous articles, technical papers and reports. (See Energy User News June 2002 ([www.energyusernews.com](http://www.energyusernews.com)) for a recent article.) He has been involved in the establishment and growth of two energy technology businesses and understands the challenges of entrepreneurship.

The New Horizon Technologies Energy Services LLC provides comprehensive energy research, design, measurement and verification, and systems integration services to clients nationwide. NHT has performed energy services work since 1982 as the incorporated for-profit subsidiary of the National Center for Appropriate Technology (NCAT). New Horizon Technologies' LLC is a product of NHT's well-established Energy Services Division offering cost-effective energy monitoring and information systems complemented by value-added products delivered through state-of-the-art technology and exemplary customer service.

NHT has always specialized in end-use energy consumption measurement and associated systems integration. Over the past 20 years NHT and its affiliate NCAT have collectively instrumented approximately 1,800 buildings in over 25 states and provinces, including nearly 800 homes, over 750 commercial and institutional buildings and over 250 industrial and agricultural facilities. NHT has an experienced field staff and is capable of supporting simultaneous projects in multiple locations nationwide. NHT is headquartered in Butte, Montana and currently maintains field offices in Minnesota, Wyoming, Texas, Washington and California.



NHT staff have conducted many large-scale energy measurement and systems integration projects including the instrumentation of cogeneration and district heating and cooling plants up to 35 MW; numerous large institutional campuses including two universities each with more than 40,000 students and ten million square feet of floor space, buildings at six state capitol complexes; numerous hospitals and medical facilities including the M.D. Anderson Cancer Clinic in Houston, Texas, the Brooke Army Medical Center in San Antonio, Texas, and the Walter Reed Army Medical Center; and many large office buildings including the IDS Center in Minneapolis and the U.S. Federal Building at 450 Golden Gate, in San Francisco. NHT provides an enterprise level utility monitoring system for the Hyatt Hotels Corporation, providing corporate-wide real-time data access for all of their resorts and hotels in North America. NHT has also conducted energy measurement projects at numerous industrial facilities including metal mines, refineries, pulp mills, saw mills, printing plants, metal fabrication plants, machine shops, electronic fabrication facilities, transportation facilities, warehouses, food processing plants and canneries.

**John P. Millhone** is the Program Manager Designate of the Office of Weatherization and Intergovernment Programs (OWIP) in the Office of Energy Efficiency and Renewable Energy (EERE) of the U.S. Department of Energy. OWIP will be responsible for EERE's Weatherization Assistance Program, State Energy Program, Community Partnerships, major deployment activities, and international and Native American activities.

Since 1996, he has held positions in the U.S. Climate Change program as Director of the U.S. Initiative on Joint Implementation and Director of the U.S. Country Studies Program. Drawing on the U.S. experiences, the programs showed developing and transition countries how energy efficiency and renewable energy technologies can reduce greenhouse gas emissions. Prior to that, he took a two-year sabbatical from DOE to the Battelle/Pacific Northwest National Laboratory, where he was a Senior Fellow in the Advanced International Studies Unit. He was Deputy Assistant Secretary for Building Technologies, responsible for DOE's building research and regulatory programs, from 1979 to 1994. Before joining DOE, he was director of the Minnesota and Iowa state energy offices. His earlier career was in journalism with the Associated Press, Detroit Free Press and Des Moines Register and Tribune. He has a bachelor of journalism degree from the University of Missouri and has done graduate work in law and political science.

Long active in international activities, he was chairman of the End Use Working Party of the International Energy Agency (IEA) from 1979 to 1985. He was chairman of the IEA's Conference on End-Use Technologies and their Commercialization in Berlin in 1981 and editor of the three-volume proceedings of the conference. He helped create the IEA's Center for the Analysis and Demonstration of Demonstrated Energy Technologies (CADDET) and was the first vice-chairman of the CADDET Executive Committee.

He is a frequent speaker and writer on energy efficiency projects. In 1994, he received a Certificate of Appreciation from the American Society of Heating, Refrigerating and Air-Conditioning Engineers (ASHRAE) for his support of the U.S. building standards program. In 1994, the U.S. Energy Association named him the U.S. public servant of the year. He was the



Coordinating Lead Author for the Building Sector Chapter of the recent Intergovernmental Panel on Climate Change Special Report on “Technologies, Policies, and Measures for Mitigating Climate Change.”

While directing the Iowa and Minnesota energy office, he served as staff chairman of the Energy Committee of the National Governors Association and represented NGA in the development of regulations for implementing the Federal legislation enacted in the years following the 1973 OPEC oil embargo. During that period, he was appointed to the Fuel Oil Marketing Advisory Committee, and elected its chairman. The Committee was asked to arbitrate charges that the oil companies violated price controls in effect at that time. While the arbitration was taking place, the oil companies negotiated a settlement with DOE which created the Petroleum Violation Escrow Account that provided funding for State energy

## **E-3 Calendar**

---

May 6 & 7, 2003      2003 Annual Meeting  
Washington, D.C.

Please submit comments, suggestions, stories, anecdotes, cartoons, or other items that would be of interest to this community to Jim Echols at [sidtec@houston.rr.com](mailto:sidtec@houston.rr.com)