

CHRISTOPHER HARDY

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August 30, 2022

Kyle Wiley
Marblehead Select Board
188 Washington Street
Marblehead, MA 01945

Michael Hull
Marblehead Municipal Light Commission
80 Commercial Street
Marblehead, MA 01945

RE: Marblehead Municipal Light Commission (MMLC) vacancy

I am writing to express interest in filling the vacancy on the MMLC.

I ran as a candidate for a position on the MMLC in 2021 and earned third place in the four-way contest for two seats. Attached is my resume. Since the 2021 election, I have changed my employer and role in the renewable energy industry. I believe this employment change Accordingly, I am also attaching a summary of my understanding of the conflict-of-interest law pertaining to my situation, based on a legal opinion written by the Massachusetts State Ethics Commission in 2021.

I am interested in filling the vacancy because of my experience and interest in renewable energy and environmental issues over the past 25 years. The MMLC must make significant decisions in a time of tremendous socio-economic change. I believe I offer a valuable skill set and perspective from working to develop, construct, and operate large-scale renewable projects all over the continent. I support affordable rates, reliable service, and clean power. I enjoy working in the energy industry because of its combination of white and blue-collar jobs and I try to represent that in my professional and personal approach. I believe in the power of having an electric system owned and operated by the community it serves.

Over the past year, I have gained new insights into navigating the complexities of decarbonization solutions in Marblehead, by planning for electric vehicle charging stations and heat pumps at Glover Landing, where I serve on the board of governors. I think this case highlights some of the constraints and opportunities our Town faces. Construction started at the 116-unit Glover Landing the year my parents graduated from high school. The Modernist facilities have handled many seasons, because they were built soundly, but time and the elements require constant maintenance. A shift toward electric heat pumps would require a shift away from the existing natural gas system and the manner in which heat costs are apportioned, gas pipe laid, and HVAC systems set up. Deploying an electric vehicle charger(s) requires thinking ahead to resident vehicle behavior shifts, cost preferences, and sizing a location in the small parking lot. Recent federal and state actions increase the availability and accessibility of resources for making upgrades like these, and residents express growing interest and familiarity. I have learned that balancing competing demands between cost, engineering code, and neighborly relations takes special effort and time, but I do believe it is my generation's responsibility to carry such work forward.

Thank you for this opportunity.

Sincerely,

Christopher Hardy

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SUMMARY

Accomplished public affairs leader, with extensive experience in guiding government, community, and media relations across energy technologies and value chain phases

- Track record of providing strategic direction, leadership, and execution of public engagement campaigns
- Persuasive at translating complex ideas into understandable terms and actionable tasks

ENERGY & ENVIRONMENTAL EXPERIENCE

ØRSTED, Lead Global Public Affairs Advisor, Local Stakeholder Engagement **REMOTE 2022-**

- Develop and implement local community engagement programme in existing and new markets around the globe in order to build 50GW of offshore and onshore wind energy by 2030
- Guide development of communication products to support engagement
- Integrate local community benefits into overall customer and stakeholder value proposition

SHELL/MAYFLOWER WIND, External Outreach & Communications Manager **BOSTON, MA 2020-2022**

- Developed and manage outreach and communications strategy to secure project permitting and commercial milestones for a 1.2 GW offshore wind joint venture project off Massachusetts
- Coordinated joint venture communications and reputation risk activities with shareholder companies

ENEL GREEN POWER NA, Sr. Manager of Community & Public Affairs **ANDOVER, MA 2017-2020**

- Managed community and public affairs, as part of North American corporate sustainability unit, across 17+ GW portfolio of wind, solar, geothermal, and hydroelectric power in 25 states and two provinces
- Resolved landowner disputes at 3+GW of wind farms under construction, administered social investments in pursuit of corporate Sustainable Development Goals, addressed political risks in core states (Texas, Oklahoma, and Kansas) through coordinated industry public affairs campaign

CLEAN LINE ENERGY PARTNERS, Manager (2015-2017); Associate (2013-2015) **HOUSTON, TX 2013-2017**

- Managed governmental relations, landowner and community outreach, commercial offtake, and public communications activities for the 4GW Plains & Eastern Clean Line HVDC transmission project across four states and 28 rural counties
- Coordinated internal technical teams and external consultants in preparation of federal environmental impact assessment and permitting, interconnection studies, preliminary engineering, procurement, and construction planning

US OFFSHORE WIND COLLABORATIVE, Project Manager **CAMBRIDGE, MA 2011-2012**

- Developed the first online resource portal on Atlantic Coast offshore wind energy generation and transmission development activities, under grants from state agencies (MassCEC and NYSERDA)
- Facilitated webinars and workshops for three US DOE-funded market acceleration reports that evaluated vessel needs, ports capabilities, and manufacturing and supply chain assets along Atlantic Coast for offshore wind

BROWN UNIVERSITY, Researcher **PROVIDENCE, RI 2007-2011**

- Advisory Committee on Corporate Responsibility in Investment Policy: screened environmental proxy votes at portfolio companies to guide Brown Corporation's investment of \$2+ billion endowment
- Vice President of Research/Technology Ventures Office: constructed database of invention disclosure, patent, and licensing data to accelerate commercialization of Brown's intellectual property
- Vice President of International Affairs: wrote speeches on Brown's academic and research partnerships in Asia and Latin America

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ENERGY & ENVIRONMENTAL EXPERIENCE (continued)**MASSACHUSETTS AUDUBON SOCIETY, Beacon Hill Legislative Affairs Office BOSTON, MA 1998-2006***Director of Legislative Affairs (2002-2006); Legislative Liaison (2000-2002); Office Manager (1998-2000)*

- Drafted, amended, and lobbied for passage of state environmental laws, operating and capital budgets
- Led public advocacy campaigns to influence public officials, media, academia, industry, and community stakeholders
- Represented organization and its policy agenda before state legislative and regulatory hearings and in newspaper, television, and radio interviews

OFFICE OF STATE SENATOR SUSAN FARGO (D-Lincoln), Legislative Intern BOSTON, MA 1997-1998

- Supported responses to constituent needs and inquiries, and advised on environmental issues

COMMUNITY NEWSPAPER COMPANY, Environmental Correspondent NEEDHAM, MA 1997-1998

- Wrote on environmental issues under byline in Lincoln, Concord, Sudbury, Wayland, and Weston (MA) newspapers

COMMUNITY LEADERSHIP**GLOVER LANDING CONDOMINIUM TRUST, Board of Governors MARBLEHEAD, MA 2022-**

- Appointed to oversee governance of 100+ unit Modernist designed condominium complex near 17th century historic district

BROWN UNIVERSITY, Student Representative, Environment Committee PROVIDENCE, RI 2007-2008

- Represented student body on University Committee in implementing efficiency measures that reduced carbon emissions on campus by 19% in two years

UNITARIAN-UNIVERSALIST URBAN MINISTRY, Lead Volunteer Tutor ROXBURY, MA 1995-1998

- Designed and executed after-school academic, athletic, and artistic enrichment programming for inner-city youth in the John Eliot Square neighborhood during a period of gang and drug violence

WAYLAND CULTURAL COUNCIL, Chairman WAYLAND, MA 1995-1998

- Appointed to chair municipal board in awarding annual competitive grants for local cultural and artistic projects

EDUCATION**BROWN UNIVERSITY, A.B. PROVIDENCE, RI 2006-2010**

- Honors in Commerce, Organizations, and Entrepreneurship
- Environmental Policy Editor, *Brown Policy Review* (2006-2008)
- Certified Rhode Island conflict mediator, Brown University Mediation Project

PEMBROKE COLLEGE (UNIVERSITY OF OXFORD) OXFORD, UK 2008-2009

- Visiting Student in Economics & Management

AWARDS**RHODE ISLAND BUSINESS PLAN COMPETITION 2010**

- Won community-supported competition for early-stage social venture ideas

MASSACHUSETTS ASSOCIATION OF CONSERVATION COMMISSIONS' OUTSTANDING ENVIRONMENTAL ADVOCACY AWARD 2004

- Recognized by statewide association for legislative and policy achievements

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Conflict of Interest

This is a summary of my efforts to determine how to address any potential conflict of interest (COI) concerns.

Chronology

1. In 2021, I was a candidate for a position on the Marblehead Municipal Light Commission (MMLC). At that time, I was also employed by Shell for its offshore wind joint venture project, Mayflower Wind.
2. In May 2021, I contacted the State Ethics Commission to obtain a written opinion about the COI law and my situation.
3. In June 2021, I did not win a seat in the election.
4. In October 2021, the State Ethics Commission sent me a written opinion about the COI law and my situation.
5. In June 2022, I changed my employer, from Shell to Ørsted, and my role, from a project/market-based manager to a global advisor.

My Understanding of COI

1. The Commonwealth issues solicitations on behalf of utilities for renewable energy from competitive generators. At some undefined point in the future, Ørsted could respond to a solicitation. In the process, the Massachusetts Wholesale Electric Company (MMWEC) could contract for a portion of generation from a bid solicitation. Municipal plants purchase their power from MMWEC. Whether Marblehead would have a stake in any contract would depend on a variety of factors, including Marblehead's relationship to MMWEC in terms of capacity, price, etc.
2. Section 17: While serving as a Light Commissioner, I may not do work for Ørsted on a matter relating to the MMLC or communicate on behalf of Ørsted in relation to such matters. While doing work at Ørsted, I would have to make sure that it does not have to do with matters before or affecting the MMLC. For example, if an RFP from the state or a potential arrangement between the MMWEC and MMLC related to matters before the Light Commission, I could not do any work relating to Ørsted's response to the RFP or MMWEC and the MMLC.
3. Section 19: I may seek authorization to complete a disclosure under § 19 and file it with the appointing authority. In the disclosure, I must explain the particular matter in which I am expected to participate (ie., decisions on activities regarding energy generation) and the financial interest that you and/or Ørsted has in the matter (ie, zero). The appointing authority may make a written determination that the financial interest which I have identified is not so substantial as to be deemed likely to affect the integrity of the service which may be expected of me as a municipal employee. If the appointing authority makes this determination, I may participate in the particular matter. Otherwise, I may not.
4. Section 20: If Ørsted were awarded a solicitation at an undefined point in the future, and MMWEC contracted for power, and Marblehead chose to participate with other municipal plants in an offtake contract, I may satisfy the requirements for an exemption under § 20. Otherwise, however, if any other work at Ørsted had to do with MMLC matters, I cannot receive compensation from Ørsted or communicate on its behalf in relation to those matters.
5. Section 23(b)(2): I may not use a municipal title or resources when doing Ørsted work.

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6. Section 23(c): Both while serving as a municipal employee and as a former municipal employee, I must comply with § 23(c). I may not accept employment or engage in any business or professional activity which will require me to disclose information during the course of service.

Change in Employer and Role

1. I believe my change in employer and role offers additional room for compliance under the COI law. In my previous role at Mayflower Wind, I was involved in activities related to commercialization of offshore wind in Massachusetts. However, I am now employed as an advisor on public affairs for renewable energy development at a global scale and do not get involved in specific market commercialization activities or matters affecting local entities such as MMLC. I report to a global public affairs supervisor located in Copenhagen, Denmark.
2. Section 17: I do not work at Ørsted on activities related to Massachusetts market solicitation responses or work with MMWEC.
3. Section 19: I request authorization to complete the disclosure allowed under § 19.
4. Section 20: I request an exemption under § 20.
5. Section 23(b)(2) and 23(c): I will comply.