ISLANDS ENERGY PROGRAM

Statement of Qualifications

OUR INTENT

TRANSITION TO DISTRIBUTED, RENEWABLE ENERGY

BUILD LOCAL ENERGY RESILIENCE

CREATE A CLEANER, HEALTHIER FUTURE FOR ALL

RMI
ENERGY, TRANSFORMED.

ISLANDS ENERGY PROGRAM

BACKGROUND

ISLAND NATIONS are on the front lines of climate change. Residents already experience rising sea levels, climbing temperatures, and frequent natural disasters. This severely impacts residents' livelihoods. Building resilience and adapting to these impending threats are daunting tasks.

Abundant local resources, like the wind, sun, and geothermal, are the solution; these can provide low-cost, clean, resilient, and reliable energy. High electricity costs and a reliance on imported diesel create a clear business case for clean energy. A well-planned integration of clean energy into existing systems benefits utilities, governments, and customers, resulting in a more resilient community.

By **ACCELERATING THE TRANSITION** of islands toward an energy system that includes clean energy and energy efficiency, island governments, utilities, and stakeholders can accomplish the following:

- Stabilize the cost of electricity for households and businesses
- Reduce dependence on imported fossil fuels and reduce greenhouse gas emissions
- Create on-island investment opportunities and investment returns
- Increase resiliency of the distribution grid and defer maintenance on transmission and distribution systems
- Diversify the local job market with higher-skilled, better-paying jobs

In the process, the Islands Energy Program will create a blueprint for continental-scale energy transition that can be replicated in other isolated economies and developing countries.

*The Islands Energy Program is a part of the RMI Global South Program consisting of 5 individual programs:

- **3 geographical programs** – Africa, Islands, Southeast Asia – aimed at collaborating with regional stakeholders to accelerate the clean energy transition in key geographies of focus.
- **2 global programs** – Climate Finance Access Network (CFAN), Energy Transition Academy (ETA) – aimed to support regions in rapidly, efficiently scaling clean energy and its local impacts.

PROGRAM PARTNERS

CARIBBEAN ELECTRIC UTILITY SERVICES ASSOCIATION

Caribbean Electric Utility Services Association (CARILEC) will enhance the effectiveness of its members by providing industry-related services; creating regular networking, training, and knowledge sharing opportunities; supporting mutual assistance programs; and accelerating the Caribbean Region's energy sector transition through innovation and advocacy.

CARIBBEAN CENTRE FOR RENEWABLE ENERGY & ENERGY EFFICIENCY

The Caribbean Centre For Renewable Energy & Energy Efficiency (CCREEE) is a specialized agency working to improve access to modern, affordable and reliable energy services, promote energy security and renewable energy and energy efficiency investments, markets and industries in the Caribbean. The agency works across 15 key Caribbean geographies including The Bahamas, Barbados, Belize and The Commonwealth of Dominica to support and execute renewable energy projects.

INTERNATIONAL RENEWABLE ENERGY AGENCY

International Renewable Energy Agency (IRENA)—The International Renewable Energy Agency is an intergovernmental organization that supports countries in their transition to a sustainable energy future and serves as the principal platform for international cooperation, a center of excellence, and a repository of policy, technology, resource, and financial knowledge on renewable energy. IRENA promotes the widespread adoption and sustainable use of all forms of renewable energy, including bioenergy, geothermal, hydropower, ocean, solar, and wind energy in the pursuit of sustainable development, energy access, energy security, and low-carbon economic growth and prosperity.

ORGANISATION OF EASTERN CARIBBEAN STATES

The Organisation of Eastern Caribbean States (OECS) is an International Organisation dedicated to economic harmonisation and integration, protection of human and legal rights, and the encouragement of good governance among independent and non-independent countries in the Eastern Caribbean. The OECS today, currently has eleven members, spread across the Eastern Caribbean comprising Antigua and Barbuda, Commonwealth of Dominica, Grenada, Montserrat, St. Kitts and Nevis, Saint Lucia, St Vincent and The Grenadines, British Virgin Islands, Anguilla, Martinique and Guadeloupe.

FUNDACIÓN COMUNITARIA DE PUERTO RICO

Fundación Comunitaria de Puerto Rico (FCPR) is an independent tax-exempt entity with the mission to develop the capacities of communities in Puerto Rico in order to accomplish their social transformation and economic self-sufficiency. Since Hurricane María, its strategic plan promotes and strengthens equitable access to potable water, renewable energy, social housing, community economic development, and education, among other areas of interest.

UNITED NATIONS DEVELOPMENT PROGRAMME

UNDP is the global development network of the United Nations. It works in 170 countries and territories to eradicate poverty and reduce inequality by helping countries to develop policies, leadership skills, partnering abilities, institutional capabilities, and to build resilience to achieve the Sustainable Development Goals.

OUR APPROACH

The team supports islands to develop inclusive, resilient energy strategies and scale renewable and electric-mobility projects, and supports impactful knowledge exchange among islands to achieve their clean energy goals and align with a 1.5°C climate future. The team achieves this by delivering technical expertise; engaging with governments, utilities, regulators, and island stakeholders; and providing communications support.

With an independent, objective, and fact-based approach, RMI's Islands Energy Program brings experience gained from engagements with governments and utilities to solve the toughest energy challenges. We offer a diverse skill set in integrated resource planning, project identification and development, construction implementation support, and a range of business advisory services. In addition, the program leverages an array of consulting services from leading engineering and consulting firms in the power generation and transportation sectors.

OUR PROGRAM ACTIVITIES INCLUDE

- Attracting investment and creating jobs through responsibly transitioning to clean energy
- Providing proven, trusted, and open-minded partners that execute national energy goals and strategies
- Ensuring a stable, reliable, and affordable future energy supply
- Building local knowledge, developing integrated platforms, and providing exceptional public relations

THE TEAM FOLLOWS A THREE-TIERED THEORY OF CHANGE

1. THINK - Inclusive Energy Planning
2. DO - Project and Program Implementation Support
3. SCALE - Energy Leadership

THINK - Inclusive Energy Planning

Building a common fact base is crucial to accelerate a transition away from imported diesel-fueled electricity to clean energy. We support islands with resilient energy planning services, and in particular with exploring and designing new business models and regulatory frameworks to accelerate action. These strategies and action plans have helped address macro- and micro-level barriers preventing the energy transition and have unlocked dozens of clean energy projects across the region—including several that are under construction. Since the 2017 hurricane season, resilience has become a key objective for many islands.

DO - Project and Program Implementation Support

Developers, energy practitioners, and decision makers share similar challenges while transitioning from diesel-generated electricity to renewable energy. To facilitate the success of these complex transitions, the program focuses on de-risking identified projects. Successful projects create inertia, build trust, and ultimately lower the financial—and sometimes political—risk of the sector and the country risk profile as a whole.

SCALE - Energy Leadership

Sharing experiences, resources, and training enables key stakeholders to reduce the uncertainty and cost of a clean energy transition. In partnership with CARILEC, we founded the CARILEC Renewable Energy Community of Practice (CAREC), an online platform (http://community.carilec.org/) that fosters continuous knowledge exchange among island utility engineers, government practitioners, and development partners active in the renewable energy space. The virtual community connects isolated energy practitioners to global and regional-specific expertise as well as local knowledge to collectively build capacity.

PROVISION OF ADVISORY SERVICES

RESILIENT ENERGY TRANSITION PLANNING/INTEGRATED RESOURCE PLAN (IRP) DEVELOPMENT

Developing a lasting energy transition plan requires a few key elements. First, we need an assessment of the current energy system, including electrical infrastructure, operational approaches, and cost considerations. Second, the strategy requires holistically assessing all energy options, while analyzing the energy, economic, operational, and business model implications. Finally, the strategy entails bringing together governments, utilities, regulators, and other key stakeholders to facilitate a phased energy transition planning process that includes stakeholder engagement in the form of consultations and working sessions. This process culminates in an energy roadmap for the country, derived from the critical inputs and guidance of island stakeholders, and a list of low-risk projects that support the roadmap.

CLIMATE FINANCE ACCESS NETWORK (CFAN)

The volume of climate finance flowing from developed to developing countries to address their adaptation and mitigation needs has increased substantially over the past decade, conversely the system for delivering and accessing finance has become highly complex. Developing countries in particular Small Islands Developing States, Least Developed Countries, and African countries often lack the capacity to secure and structure finance for climate investment. CFAN will offer services to address that systemic bottleneck, by cultivating a network of highly trained, embedded climate finance advisors starting in the Pacific region with plans to expand to the Caribbean soon. CFAN will build lasting capacity in developing countries to access climate finance and achieve their climate objectives more quickly.

ELECTRIC MOBILITY STUDIES AND PILOTS

The transportation sector is often responsible for a large portion of a country's fuel imports and is a critical sector to engage in the decarbonization of the energy sector. The program has gathered expertise from all over the world including India, the Caribbean, the United States, and China on how to decarbonize the transport sector. We have experience conducting fleet assessments to identify electrification opportunities, have conducted analysis on the impact of electric vehicles on the existing grid, and have developed electric vehicle pilots.

ENERGY EFFICIENCY PROGRAM DEVELOPMENT

Studies routinely find energy efficiency to be the cheapest energy resource, and energy efficiency creates more than 17 jobs per US$1 million invested (double the rate created by manufacturing or energy generation). We have experience in analyzing portfolios of buildings to determine the appropriate technical and financial solutions. In particular, RMI's work with US government buildings prepares us to improve the energy efficiency of public buildings while selectively including on-site energy production.

ELECTRIC UTILITY BUSINESS MODEL REDEFINITION

Even the most forward-thinking countries can be unsure of how best to make utilities stable and profitable, particularly in the face of changing technology impacting primary revenue streams, including those brought on by energy efficiency and renewable energy. We offer assistance to determine the best approach and assess the options, including but not limited to the integrated utility service model (which enables utility ownership of new types of energy efficient and renewable technologies).

ELECTRICITY TARIFF DESIGN

As new generation resources are deployed, and sectors such as transportation and buildings begin to interact more with the electricity system, there is an opportunity to implement new designs for tariffs that are charged to those who use electricity. The team supports regulators and other stakeholders in exploring new electricity tariff designs, incorporating global best practices with approaches tailored to each specific island.

MICROGRID ANALYSES

Microgrids are becoming a cost-effective and stable source of distributed power for isolated communities that can often promote resilience. In addition to internal resources at RMI, the team offers contracted expertise to provide world-class microgrid assessments, modeling, and microgrid design options for Caribbean utilities.

GRID INTEGRATION/SYSTEM IMPACT STUDIES

Before clean energy projects are moved into the preparation phase, the team performs a grid integration analysis and a system impact study to determine the operational implications of connecting new generation (often distributed in location) to the host utility's electric grid.

CLEAN ENERGY PROJECT PREPARATION

Project development is the most inherently risky phase of any renewable energy project. There is uncertainty as to the technical and financial feasibility of projects in this critical early stage. We provide comprehensive project development services to mitigate risk and lower project costs—including the cost of capital and power purchase rates. This is accomplished by mitigating risk early in the project development process and preparing projects until they achieve a shovel- ready and bankable status. With experienced project engineers and developers on staff, we prepare requests for proposals (RFPs) for engineering, procurement, and construction (EPC) or independent power producer (IPP) projects that significantly reduce risk to the developer or contractors and provide a long-term value for the utility.

LED STREET LIGHTING PROCUREMENT AND INSTALLATION CONSULTATION

With several RFPs published or under development, the team is poised to provide objective advice and technical support to governments and utilities that want to transition to LED lighting. LED lighting delivers significant cost savings and enhanced grid-tied and off-grid lighting illumination systems and control options.

IPP AND EPC CONTRACT NEGOTIATION SUPPORT

RMI and our partner legal team have a depth of knowledge and experience to provide power purchase contract negotiation support for utilities.

PROJECT STRUCTURE AND FINANCE

With the expertise of our in-house global finance team and with partner Delphos International, governments and utilities are supported during all aspects of the project structuring and financing process—from project identification to implementation. Together, the team provides options for project structures as well as recommendations for optimal financing structures.

INNOVATIVE FINANCE COLLABORATION

RMI is collaborating with community groups, financial institutions, and foundations to use finance to accelerate resilient energy deployment in the Caribbean. This work leverages leading methods to overcome the barriers that communities face as they seek to install distributed energy at scale. Decreasing risk, connecting communities with funders, and financial knowledge exchange are core elements of this work.

The Puerto Rico Resilient Critical Facility Microgrid Initiative, an ongoing partnership between Rocky Mountain Institute, The Rockefeller Foundation, Resilient Power Puerto Rico, and Fundación Comunitaria de Puerto Rico, as well as other partners, is designed to combine deep community engagement with blended finance to scale clean-energy solutions to hundreds of critical facilities. Over the next year, the team will initiate five pilots (testing new mechanisms for finance and operations and maintenance, and leveraging public programs), advance a broad pipeline of projects and prepared community leaders, and develop a scaled finance mechanism supported by local and international investors as well as philanthropy.

CONSTRUCTION OVERSIGHT

As an "owner's representative," the team provides third-party oversight and implementation support during construction to ensure the quality, safety, and timeliness of all projects.

LEGAL AND POLICY REVIEWS

Determining which elements of the energy transition are possible within current policy and legislation is an important foundation for renewable energy projects. Via our partnerships with law firms Sutherland, Paul Hastings, and Holland & Knight, the team provides objective reviews of legislation, regulations, and policy documents related to the development of utility-scale and decentralized energy. Reviews identify potential legal barriers to renewable penetration and inform policy and regulatory best-practice recommendations. In addition, we offer tailored legal reviews, such as general legal reviews of letters of intent and term sheets, host country and concession agreements, public-private partnership agreements, credit support, and credit agreements. The team can also provide a neutral counsel on policy, regulatory, and other legal considerations associated with natural gas energy initiatives and the like.

STAKEHOLDER FACILITATION

Energy transition is complex and requires alignment among all energy stakeholders. By bringing together representatives from the government, utility, and regulator, we have the opportunity to align on shared goals and establish a common fact base. Stakeholder facilitation is often a core component that supports our other services described above.

RMI COMMUNICATIONS OFFERINGS INCLUDE THE FOLLOWING

- Media and public relations—Publicizing project milestones, ensuring vendor engagement, and promoting renewable energy and energy efficiency commercial opportunities in key geographies outside the Caribbean region
- Public awareness campaigns
- Supporting governments with concepts and materials for renewable energy campaigns to reach the local populace and generate greater awareness internationally
- Messaging and marketing—Disseminating messaging and marketing collateral (e.g., press releases, one-pagers, webpages, social media campaigns and videos)

TEAM BIOS

Justin Locke, Managing Director, RMI Global South Program

Justin brings over 20 years of international development and project management experience to his current position—most of which has been dedicated to addressing the unique development challenges of coastal developing economies.

He brings a wealth of technical and operational experience in the fields of disaster risk reduction, climate change adaptation, distributed renewable energy systems, livelihoods, and social mobilization.

Prior to RMI, Justin was a disaster risk management specialist at the World Bank, where he managed one of the bank's largest per capita investment portfolios. He also led national planning processes for Caribbean countries that were designed to develop and deploy tailored national adaptation and mitigation strategies for achieving climate resilience at the country level.

Justin worked for the United Nations Development Program (UNDP) Regional Pacific Center, providing technical assistance to over 14 Pacific island countries, and worked at the UNDP Multi-Country Office in Samoa where he designed and implemented the UNDP's regional flagship program in the Polynesian subregion.

He holds a Master of Public Administration in international management from the Middlebury Institute of International Studies and a dual bachelor's degree from the University of California.

Christopher Burgess, Director of Projects

Chris oversees and manages the Islands Energy Program's renewable energy and energy efficiency project portfolio. He has over 18 years of experience as an environmental professional and project manager with practice in a variety of multidisciplinary energy and infrastructure projects. Chris brings a wealth of environmental, renewable energy, and project management experience to his current role, overseeing the implementation of the first utility scale renewable energy project in six different Caribbean jurisdictions.

Previously, Chris was the chief operating officer at Alpha Energy, a renewable energy development company. There he was responsible for the company's business development, feasibility studies, and project management for commercial and utility scale wind and solar installations. He managed multimillion-dollar projects both domestically and internationally with over 125 MW of installations.

He earned his master's degree in environmental science and policy from Johns Hopkins University and a bachelor's degree in coastal and environmental planning from East Carolina.

David Gumbs, Islands Program Director

David is the former chief executive officer of the Anguilla Electricity Company, Ltd. (ANGLEC) and has over 20 years of senior managerial experience. He has received several awards for his leadership and contributions, including an individual and team award for the winning 2018 and 2019 Caribbean Renewable Energy Forum's (CREF's) Island Resiliency Action Challenge, the iChange Nations Regional Statesman Award for his leadership to rebuild Anguilla's electricity grid to 100% in 100 days after being devastated by Hurricane Irma.

David is a graduate of the University of Hartford with a master of science in accounting, and a graduate of Connecticut College with a bachelor of science in economics and Africana Studies and is a certified public accountant (CPA).

Kaitlyn Bunker, Islands Program Director

Kaitlyn Bunker, Ph.D., P.E. is a Director with the Islands Energy Program, where she leads a diverse team that partners with islands in the Caribbean to support and accelerate their clean energy transitions. The team completes energy modeling and technical analysis to develop integrated resource plans, prepares and de-risks resilient clean energy projects, and connects energy professionals in regional communities of practice. She has worked closely with stakeholders in Saint Lucia, Saint Vincent and the Grenadines, Belize, the British Virgin Islands, the Turks and Caicos Islands, and Bermuda. Kaitlyn also leads modeling efforts related to small island microgrid opportunities.

Kaitlyn joined RMI after completing a Ph.D. in electrical engineering from Michigan Technological University in Houghton, MI. Her dissertation research focused on microgrids, and optimizing control strategies for distributed renewable resources. Kaitlyn is a past recipient of the National Science Foundation Graduate Research Fellowship.

Roy Torbert, Senior Principal

Roy specializes in resilient integrated energy planning, project cost analyses, and renewable and efficiency finance to expand and accelerate the transition to a global clean energy economy. Roy manages the Islands team helping the governments and utilities of Caribbean islands reduce their dependence on imported fossil fuels, working extensively in Puerto Rico, Saint Lucia, Saint Vincent, the Turks and Caicos Islands, and others.

He has worked with leading universities (including Arizona State University) and global multinationals (including McDonald's Corporation) to analyze net zero opportunities and deliver roadmaps to reaching carbon reduction goals. Roy's research efforts include exploring ways to reduce the soft costs of solar (specifically financing costs), valuing all the benefits of highly efficient buildings, and assisting on analysis for RMI's Reinventing Fire initiative and book. He graduated summa cum laude from the College of William and Mary with a degree in International Relations and Business Finance. He has been trained in project management, software implementation, and data analysis.

Owen Lewis, Operations Manager

Owen held the position of the government of Montserrat's project director from April 2009 to January 2016. In 2016, Owen joined the Islands Energy Program as the Montserrat project manager. Owen was a member of the small local team working with the RMI Islands Energy Program that delivered the Montserrat National Energy Policy, the Energy Strategy, the Sustainable Energy Plan- Initial Programme of Action, and the Monitoring and Evaluation Framework for the Sustainable Energy Plan-Initial Programme of Action 2016–2020.

He received his Bachelor of Arts in natural sciences from Castleton State College. Owen also has a degree in business management and risk management. He became a Projects IN Controlled Environments (PRINCE2) practitioner in 2007, while working within the D. A. Stuart Ltd. UK chemical management programme, the last eight years of which Owen was the UK chemical management programme coordinator.

Fidel Neverson, Technical Manager

Based in Saint Vincent and the Grenadines, Fidel supports the Islands Energy Program's integrated resource planning, project development, and project management activities across the Caribbean.

Fidel is an electrical engineer and project manager with more than 20 years of experience. He has a varied professional background, having worked in the construction, telecommunications, and electric utility sectors in the Caribbean and the United States.

Prior to working with RMI, Fidel worked for 10 years in the engineering division of Saint Vincent Electricity Services Limited (VINLEC), the pu blic electric utility of Saint Vincent and the Grenadines, where he managed various technical studies, pilots, and full implementation projects, including several related to hydropower, wind energy, solar photovoltaics, LED street lighting, and energy efficiency.

Siana Teelucksingh, Manager

Siana is a Senior Project Manager on the Islands Energy Program currently based in Trinidad & Tobago. She leads RMI's project support efforts in the British Virgin Islands and the US Virgin Islands, and leads analysis to unlock clean and resilient energy projects across the program's portfolio. Siana's TEDx Talk is available here: Our energy source is being used against our best interest? | TEDxPortofSpain.

Siana has worked in the renewable energy space in the Caribbean for more than seven years. Before RMI, she worked at the Clinton Climate Initiative. While there, she worked closely with RMI on a number of national energy transition strategies. She also built financial models for governments in islands in the Caribbean and Indian Ocean which provided insight in deciding upon optimal investment pathways for solar.

Michael Liebman, Manager

Michael focuses on Puerto Rico's energy transition and scaling learnings from this work to other Caribbean nations and beyond. He is currently working on microgrid deployment in lower- and middle-income communities in Puerto Rico with the objective of creating a community-driven, resilient, renewable, and affordable energy system.

Prior to joining RMI, Michael worked as a field manager on the nationwide Drive Electric tour with the Nissan Leaf, executing events at utilities, businesses, universities, and regional and national events. Michael also worked as the program manager for Driving Experience at Jaguar Land Rover North America. While there, he managed the Art of Performance Tour and Jaguar Land Rover's driving activation at the Invictus Games, among other programs.

Michael holds a Bachelor's of Business Administration from the University of Miami.

Mauricio Solano-Peralta, Senior Consultant

Mauricio supports the RMI Puerto Rico team as a senior consultant, bringing over 12 years of experience in clean energy project development experience. His past roles include Program Manager and Engineer with Infratec focused in Southeast Asia, Regional Manager at Trama TecnoAmbiental focused on Latin America and the Caribbean, and Energy Specialist with the Organization of American States.

He holds a Bachelor of Science in Industrial Engineering from Instituto Technologico de Costa Rica, and a Master of Science in Environmental Sciences (Energy Resources Track) from Utrecht University.

Max Lainfiesta, Senior Associate

Max joined the Islands Team at RMI as a Senior Associate in June 2020. Max recently completed his Ph.D. in Sustainable Energy Systems Engineering at Texas A&M University-Kingsville. Max has previously been a project manager at ENERSOL in Guatemala where he managed a team designing, installing and servicing sustainable energy solutions including hybrid diesel-solar microgrids. Max also held the position of project engineer at E-Shop in Guatemala where he oversaw design, sale of backup power systems for mission-critical applications.

Sidney Jules, Senior Associate

Sidney supports the Islands Energy Program's efforts to complete integrated resource plans and develop renewable energy projects on islands. These plans help to identify the optimal resources and generation mix that will help individual islands effectively transition toward a more sustainable, resilient, and cost-effective energy future.

Prior to joining RMI, Sidney earned a Master of Environmental Management from Yale School of Forestry and Environmental Studies, and a Master of Engineering and Bachelor of Arts from the University of Cambridge. While at the University of Cambridge, Sidney worked on numerous energy-related projects on islands, among them completing an embodied and operational energy assessment of structural insulated panels and concrete masonry units in Trinidad and Tobago and supporting development work during the construction phase of a geothermal energy project in Dominica.

Martyn Forde, Knowledge Management Specialist

Martyn is an energy and knowledge management consultant and is responsible for the knowledge exchange and capacity building component of RMI's Global South program. He is the Community Leader of the CARILEC Renewable Energy Community (CAREC). CAREC is an online platform designed to enable Caribbean utility companies and energy professionals to share their knowledge on low-carbon technologies and steward organizational knowledge development through planned webinars, document repositories, virtual working groups, online forums, and workshops.

Previously, Martyn assisted the Climate and Energy Program of the Worldwatch Institute with research for the Caribbean Sustainable Energy Roadmap and Strategy. Martyn worked in Germany in the energy procurement department of an electricity, gas, and water utility company called Aktiengesellschaft für Versorgungs-Unternehmen (AVU).

Martyn holds a Master's Degree in Geography and Environmental Studies from the University of Toronto, with a focus on environmental resource management, carbon-free energy, and climate policy. His thesis explored how to create renewable energy transitions driven by the hotel industry of island nations. He is a certified sustainable building advisor with the Canadian Green Building Council.

Nathaniel Buescher, Associate

Nathaniel's work in the Caribbean focuses on scaling clean energy solutions to critical facilities in Puerto Rico through blended finance and federal funding. In Southeast Asia, his work focuses on sizing markets for off-shore wind generation and demand side response. Nathaniel's previous role on the RMI Africa program involved developing a methodology for prioritizing and grouping project sites for distributed energy resources for a Nigerian electric utility. Prior to RMI, Nathaniel worked as a Program Manager at Microsoft where he streamlined manual workflows to reduce Azure's time to market and deploy mission-critical cloud computing infrastructure around the globe. After Microsoft, Nathaniel completed graduate studies focused on infrastructure project development and global project development. Nathaniel holds a Bachelor and Master of Science in Civil Engineering from Stanford University.

Zsaria Diaz, Associate

Zsaria is part of the Islands team focused on carrying out renewable energy and resilience projects. Before RMI, Zsaria pursued a Master's degree in Renewable Energy Technology at University of the West Indies. She was also a part-time writer with a focus on renewable energy and sustainability and has published articles on topics including geothermal energy, hydrogren, and e-mobility. She has also worked with an academic NGO called the Journal of CESaRE which aims to open closed-access research on environmental sciences and renewable energy in the Caribbean region. In addition to her MSc degree, Zsaria received a BSc in Chemical and Process Engineering from the University of the West Indies.

Cindy Nguyen, Associate

Cindy Nguyen is a RAY Clean Energy Fellow in RMI's Global South Program, where she works to develop clean energy pathways, accelerate electricity access, and build resilience in these geographies. Most recently, she has focused on providing technical assistance for Belize's and Jamaica's nationally determined contributions (NDCs) and has assessed the potential for alternative, utility-led business models to build productive use in Nigeria. The RAY Clean Energy Fellowship seeks to increase and facilitate conservation, energy efficiency, and renewable energy–related career pathways for emerging leaders of color. As a RAY Clean Energy Fellow at RMI, Cindy aims to champion diverse and underrepresented voices in conservation work and center equity and justice within the clean energy sector.

Lillie Odgen, Associate

Lillie supports various projects in the Caribbean region, and is currently focused in Bermuda and Saint Kitts & Nevis after focusing in Puerto Rico during her summer internship with RMI. Prior to joining the team, Lillie completed a masters program in renewable energy at KTH Royal Institute of Technology and Universitat Politecnica de Catalunya. During her graduate studies, she worked at Next Kraftwerke in Germany, the largest Virtual Power Plant in the world, on the electricity trading team. Previously, Lillie worked for a year at the National Renewable Energy Lab (NREL) on both the commerical buildings team and the marine hydrokinetic team, after completing an undergraduate degree in theoretical physics at Hamilton College.

Connor Burns, Bermuda On Island Coordinator

Connor supports RMI as on-island coordinator for Bermuda, coordinating both solar PV project preparation and efforts to electrify government vehicle fleets. He is a licensed professional engineer and a Director at Skymatics & Onsite Engineering. Connor holds a Bachelor of Science in Mechanical Engineering from Queen's University

Dana Miller, BVI On Island Coordinator

Dana supports RMI as on-island coordinator for the British Virgin Islands, where he is also the Managing Director of solar energy company aTec. He has over 15 years of experience in clean energy, and holds a Bachelor in Business Management from the University of Colorado.

Scott Pinder, The Bahamas On Island Coordinator

Scott supports RMI as on-island coordinator for The Bahamas, and brings over twenty years of operations and project management experience to the team. He holds a Bachelor of Science in Civil Engineering from Morgan State University and is a certified project manager (PMP).

Tierney Sheehan, Program Marketing Specialist

Tierney supports the Global South Program in amplifying the reach and impact of their work in both the international and regional sphere through strategic communication efforts. Tierney specializes in social media strategy, social analytics, and story-driven video content.

Prior to joining RMI, Tierney supported various nonprofit organizations and companies in the sustainable food space, including Beyond Meat and the Good Food Institute. In both roles, she contributed to the companies' marketing and innovative endeavors by creating brand content and conducting systematic analysis. Tierney has eight years of experience in film and video journalism and is passionate about sharing community-centric stories through compelling video content. Tierney holds a Bachelor's in Communications with a minor in Food Studies from University of California, Los Angeles.

Shelley Backstrom, Operations Lead

Shelley started with RMI in 2019 as Program Coordinator for the program supporting both the Islands and Sustainable Energy for Economic Development (SEED) teams. Prior to RMI Shelley's experience consists of working for Freedom School Partners in Charlotte, NC, the Institute for Scrap Recycling Industries, Inc. and the United States Senate in Washington, DC. In 2021, she started as Operations Lead.

Eli Santana, Program Coordinator

As Program Coordinator, Eli oversees project and program budgets, documentation, and collaboration on all projects within the RMI Africa, Islands, and Southeast Asia programs. She joined RMI in 2021following significant international experience in program coordination, including with the International Rescue Committee and GOAL Global. Eli holds a diploma in international trade from Universidad Nacional de La Matanza, and is currently pursuing a Master of Science in Climate Change and Development from SOAS University of London.

Michelle Steege, Program Assistant

Michelle supports scheduling and logistics for the RMI Global South program. She has been part of the team since 2018 and brings nearly 20 years of experience in executive assistant, analyst, and expense administrator roles. Her experience working with global teams is an asset in supporting RMI's work across many time zones and working styles. Michelle holds a Bachelor of Science degree in Computer Science from the University of Colorado, Boulder, and certifications in both project management and financial modeling.

CLIENT LIST

GOVERNMENTS

Government of Anguilla
Government of Aruba
Government of The Bahamas
Government of Belize
Government of Bermuda
Government of the British Virgin Islands
Government of Dominica
Government of Grenada
Government of Jamaica
Government of Montserrat
Government of Saint Kitts & Nevis
Government of Saint Lucia
Government of Saint Vincent and the Grenadines
Government of the Turks and Caicos Islands

UTILITIES

Anguilla Electricity Company Limited (ANGLEC)
Antigua Public Utilities Authority (APUA)
Bahamas Power and Light Limited (BPL)
Belize Electricity Limited (BEL)
Bermuda Electric Light Company Limited (BELCO)
British Virgin Islands Electricity Corporation (BVIEC)
FortisTCI Limited
Grenada Electricity Services Limited (GRENLEC)
Guyana Power and Light (GPL)
Montserrat Utilities Limited (MUL)
Nevis Electricity Company Limited (NEVLEC)
Saint Kitts Electricity Company Limited (SKELEC)
Saint Lucia Electricity Services Limited (LUECLEC)
Saint Vincent Electricity Services Limited (VINLEC)
WEB Aruba
US Virgin Islands Water and Power Authority (WAPA)
Pacific Power Association

REGULATORS

Belize Public Utilities Commission
Regulatory Authority of Bermuda
Puerto Rico Energy Bureau (PREB)
Saint Lucia National Utility Regulatory Commission
Turks and Caicos Islands Energy and Utilities Commission

PROJECT LIST

The Islands Energy Program is supporting the development of over 20 projects on Caribbean islands. Our support has been instrumental to both governments and utilities over the past five years to identify and advance bankable and sustainable clean energy and energy efficiency projects. Our support is comprehensive and inclusive of government, utility, and regulator partners. We support projects from conceptual design to commissioning with robust local capacity building at each stage in the process.

CLEAN ENERGY PROJECTS

- 3 MW Saint Lucia Utility Solar
- 1 MW Montserrat Solar/Storage
- 500 kW Solar Project at Argyle International Airport—Saint Vincent and the Grenadines
- 10 MW Solar and Storage Project—Saint Lucia
- Geothermal Projects—Montserrat, Saint Vincent, and Saint Lucia
- 5 MW Aruba Solar for Schools
- 1 MW Anguilla Utility Solar
- 26.4 MW Aruba Utility Wind
- 1 MW Turks and Caicos Utility Solar
- Bermuda Aggregated Solar PV Project
- Saint Lucia Government Distributed Solar Projects
- Bahamas National Sporting Complex 900 kW Solar Parking Canopy
- Bahamas Anatol Rodgers High School Energy Efficiency and Solar Project
- Bahamas Abaco School / Hurricane Shelter Microgrids
- Bahamas Abaco Utility Microgrids
- Bahamas Family Islands Solar/Storage Project
- Ragged Island Solar and Storage Microgrid—The Bahamas
- Mayreau Solar and Storage Project—St. Vincent and the Grenadines
- Rural Village Belize Microgrids
- Puerto Rico Schools Resilient Microgrids
- Hospital Energy Retrofit Guide

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