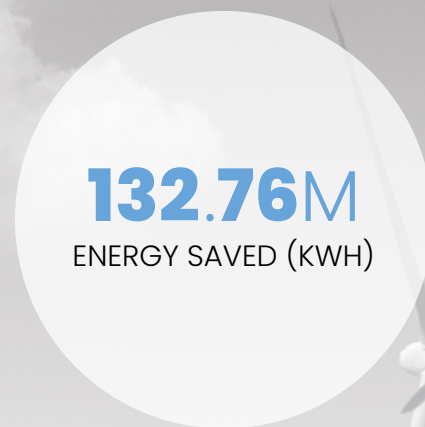
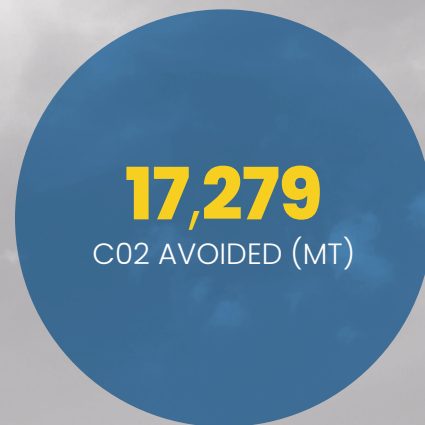




ECO
Ecology



FY26 STRATEGIC PLAN



Mission

MCEC accelerates a clean energy future by driving economic development, fostering innovation, providing access to capital, and enabling environmental justice

“Maryland has achieved **net-zero emissions** and is realizing the resulting economic, environmental, and societal benefits.”

Vision

The Maryland Clean Energy economy is robust and the state is a national leader in moving innovative climate technology solutions to the market. Maryland consumers have convenient and affordable access to clean renewable energy, energy demand reduction and cost saving solutions for their homes, businesses, schools and communities to mitigate and adapt to climate change impacts.

STATUTORY PURPOSE/GOALS:

- ▶ **Promote economic development and jobs in the clean energy industry sector in the State**
 - Provide technical, procurement and project management assistance to support Implementation of clean energy and climate solutions
 - Drive transactional growth and financial program expansion
 - Secure and deploy diverse funding sources to implement measures
- ▶ **Promote the deployment of clean energy technology in the State**
 - Increase awareness of clean energy, climate mitigation & climate adaptation solutions and measures
 - Expand MCEC brand visibility in target markets
- ▶ **Serve as an incubator for the development of clean energy industry in the State**
 - Launch climate tech companies and bring new technologies to market, strengthening the Climate Tech Ecosystem in Maryland
- ▶ **Collect, analyze and disseminate industry data**
 - Optimize internal operations, talent and technology
- ▶ **Provide outreach and technical support to further the clean energy Industry in the State**
 - Serve as a resource, coordinate strategic partnerships, engage and convene stakeholders



\$367,630

FEE FOR SERVICE
INCOME GENERATED

\$73M

VALUE OF INTERNAL &
EXTERNAL CONTRACT
AWARDS

136

INTERNAL & EXTERNAL
CONTRACT AWARDS

PTAS

Provide Technical, Procurement and Project Management Assistance to Support Implementation of Clean Energy and Climate Solutions

OBJECTIVES/GOALS

- ▶ Provide cost-effective and efficient procurement, contract management, and technical advisory services to facilitate project implementation
- ▶ Increase fee for service income generated from client services to support programmatic activities
- ▶ Connect PTAS Clients to all applicable MCEC programs and serve as a primary source of new business development for MCEC Financing
- ▶ Manage MCEC procurements, including contract development, management and dispute resolution

TACTICS

- ▶ **Identify and secure funding to expand staff capacity with key hires to create a corps of project navigators, which will serve to support local project development and generate further demand for MCEC services, programs and financing capabilities**
- ▶ **Promote PTAS capabilities to target market audiences to generate pipeline of demand and increase fee for service revenue; targeting municipalities, schools/institutions, and multifamily residential markets**
- ▶ **Implement and utilize procurement management software applications to improve processes and procedures for services, solicitation, contracts and transaction management efficiently and effectively**
- ▶ **Centralize state energy and climate procurements on MCEC website**
- ▶ **Improve procurement and contract template development and management process; improve utilization of existing templates with user restricted web access**
- ▶ **Manage internal and external procurement achieving related MBE goals**
 - Recompete Owner's Rep Services MSA
 - Execute a Solar Construction MSA Procurement
 - Complete Solar For All related solicitations and establish a roster of pre-qualified solar and storage installers
- ▶ **Facilitate contract awards and provide effective contract management**
 - Increase utilization of Decarbonization Solutions MSA to assist clients to implement and finance projects
 - Partner with vendors to generate demand for MCEC services, programs and financing
- ▶ **Effectively manage client relations**
- ▶ **Map sites where MCEC and PTAS have provided project assistance in some capacity**

4,614
TOTAL NUMBER
OF TRANSACTIONS

\$239.6M
LEVERAGED INVESTMENT
10.24X RATIO
OF RETURN

\$912,956
DIRECT LENDING
VALUE

Finance Programs


Provide Technical, Procurement and Project Management Assistance to Support Implementation of Clean Energy and Climate Solutions

OBJECTIVES/GOALS

- ▶ Manage effective financing programs to serve target markets
- ▶ Build a more robust pipeline of financeable projects
- ▶ Create partnerships between project developers, capital providers and end users
- ▶ Develop new financing programs and products by leveraging additional public capital to achieve specific priority GHG reduction strategies including, clean transportation, building energy performance, deep energy retrofits and clean energy generation
- ▶ Crowd in additional private capital to increase investment through MCEC
- ▶ Design innovative financial solutions and products for mobilizing capital for underserved markets

TACTICS

- ▶ **Build transactional pipeline for future MCAP and additional tax-exempt financing deals**
 - Target Institutions, public purpose facilities, municipal buildings and school facilities
 - Develop strategic partnerships with capital providers
- ▶ **Extend and enhance Clean Energy Advantage Loan program offering for homeowners**
 - Enhance and increase uptake of residential lending products and programs with addition of loans for appliances and solar
- ▶ **Develop financing solutions to facilitate BEPS adoption by property owners**
- ▶ **Improve and Increase utilization of MDPACE program for commercial property owners**
 - Modify state enabling statute to improve program feasibility (e.g., to enable capital providers to collect and service loans directly)
 - Promote adoption of updated ordinances at county level
- ▶ **Deploy funds and grow the Climate Catalytic Capital Fund (C3 Fund)**
- ▶ **Support Solar For All grant delivery**
 - Implement revolving loan fund for tax credit bridge
 - Identify partner to Implement loan program for single family low income homeowners
- ▶ **Build NCIF pipeline and implement process to deploy funds, pending resolution of court rulings**
- ▶ **Utilize DOE loan program and other partnership opportunities to implement innovative financing strategies**



82%
INCREASE IN ATTENDANCE
AT LEGISLATIVE UPDATE
MEETINGS

67
FY25 ADVISORY
COUNCIL
MEMBERS

38
FY25 CEAT TEAM
MEMBERS

Stakeholder Relations

Serve as a Resource, Coordinate Strategic Partnerships, Engage and Convene Stakeholders

OBJECTIVES/GOALS

- ▶ Secure additional operating and leveraging capital for MCEC
- ▶ Maintain MCEC as a credible source of information in relation to the Maryland policy and regulatory landscape
- ▶ Convene industry representatives to enable networking and partnership opportunities
- ▶ Provide dedicated efforts to foster environmental justice and equity through outreach and community development initiatives

TACTICS

- ▶ **Advance legislation to increase the state investment in leveraging private capital, enabling project development and sustainably supporting MCEC operations**
 - Engage policymakers and represent MCEC with local, state and federal elected and agency officials
- ▶ **Track energy and climate associated policy and legislative activity, with weekly reports and updates to stakeholder audiences during the Legislative Session of the Maryland General Assembly**
- ▶ **Engage industry leaders and environmental advocates to increase awareness and build support for MCEC**
 - Coordinate Advisory Council membership appointments and survey
 - Host solar and clean energy continuing education session at the annual conference of the Maryland Realtors Association
- ▶ **Host successful networking events to facilitate partnerships with and between industry and government**
 - Host annual Legislative Reception, site visits and networking events
- ▶ **Engage and Educate Consumers**
 - Launch and promote access to Consumer Awareness web pages
 - Participate in and host consumer outreach events and workshops
 - Create, publish and distribute multi-lingual consumer oriented collateral materials
 - Partner with industry focused organizations to produce and release podcast sessions
- ▶ **Engage and Educate Community Leaders**
 - Convene and coordinate activities of a statewide Climate Equity Action Team (CEAT) to advance energy and environmental justice
 - Publish and distribute Community Climate Action Planning Toolkit



11

NEW PRODUCTS
DEVELOPED

\$37M

GRANT & SPONSORSHIP
REVENUE FOR
STARTUP TEAMS

9

COMPANIES
FORMED

MEIA

Launch Climate Tech Companies and Bring New Technologies to Market, Strengthening Maryland Climate Tech Ecosystem

OBJECTIVES/GOALS

- ▶ Empower diverse founders to build climate tech start-ups, creating new companies and job opportunities
- ▶ Bring new clean energy, climate mitigation and climate adaption technologies to market
- ▶ Play a leadership role in promoting the Maryland Climate Tech Ecosystem
- ▶ Increase awareness of MEIA programs and participant companies

TACTICS

- ▶ **Operate a multi-phase accelerator program to create or expand MD-based clean energy business through supporting participating start-up teams**
 - Continue to offer Pre-Accelerator and Launchpad Programs
 - Build & Launch new Phase 2 – Prototyping & Manufacturing Program Modules
- ▶ **Make investments in eligible start-ups via Climate Tech Founders Fund and manage the Climate Tech Founders Fund Oversight Committee**
 - Scale up Phase 3- Early Stage Investment Readiness
- ▶ **Implement marketing strategies to build awareness for companies, MEIA programs and Maryland Climate Tech Eco-system**
- ▶ **Host Events showcase companies, investors partners and participants in the Maryland Climate Tech Ecosystem**
 - Host Climate Tech Exchange
 - Host ideation session to attract new corporate partners and build partnerships with state and county economic development offices
 - Conduct site visits to labs and companies for legislators
 - Coordinate MD ARPA-E presence with partners
- ▶ **Pursue and secure grant revenue to support delivery of tactics**
- ▶ **Proactively build relationships with venture investors to attract third party investment capital**



Marketing & Communications

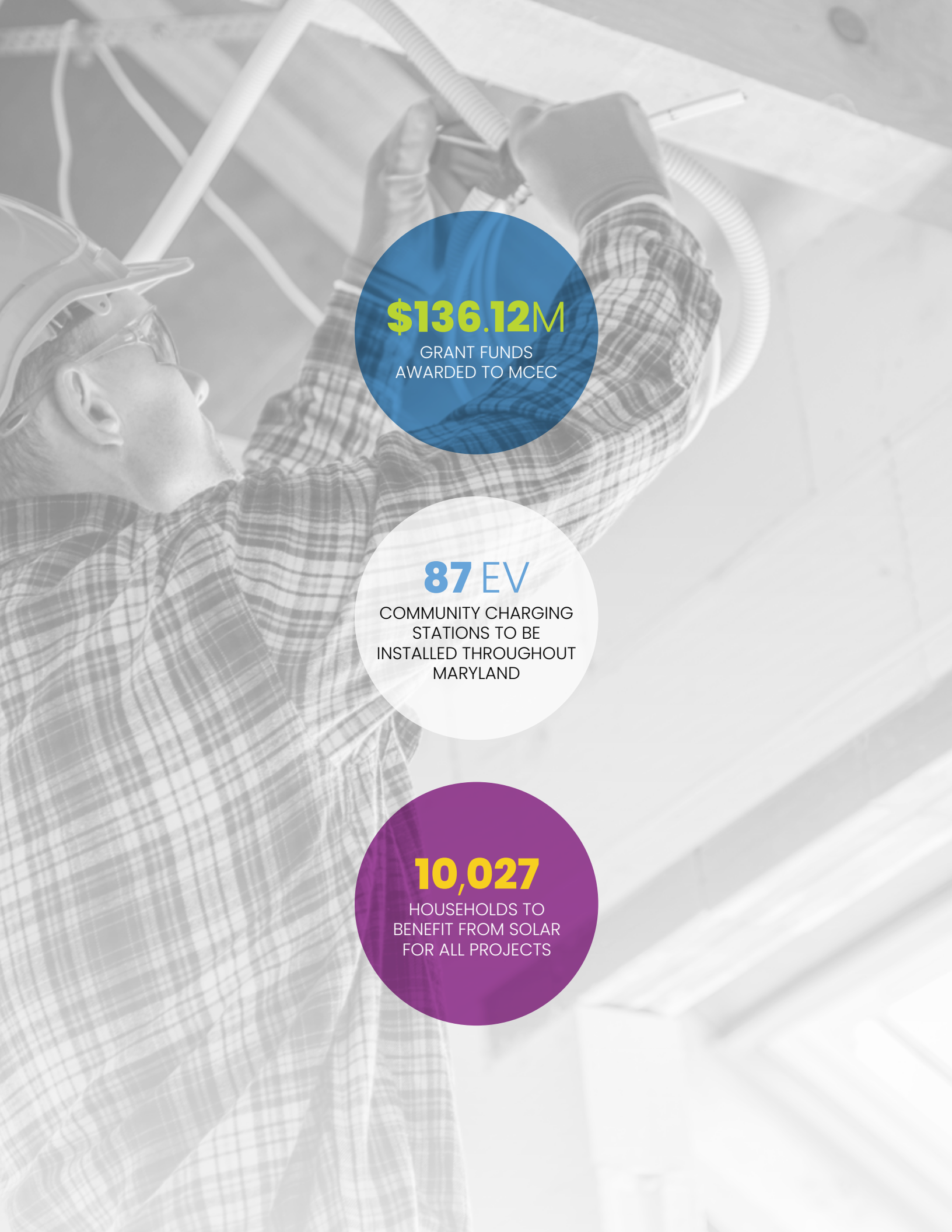
Increase Awareness of Maryland Clean Energy Center, Climate Mitigation & Climate Adaptation Solutions and Measures

OBJECTIVES/GOALS

- ▶ Increase awareness of MCEC brand, programs and services offered to home and business owners, small contractors, developers, local governments and market entrants
- ▶ Demonstrate the value of MCEC's work to legislators & event attendees, secure positive sentiment and intention to fund, showcase our leadership in field, ability to stimulate economic development in clean energy, and convene clean energy power players
- ▶ Implement tools and procedures to improve department capabilities and efficiency

TACTICS

- ▶ **Develop and execute a strategic marketing plan that drives brand visibility and delivers measurable results across targeted channels**
 - Position MCEC as Maryland's Clean Energy leader
 - Promote MCEC as a premiere hub and resource for clean energy information, innovation, collaboration, policy, planning, project development & implementation
 - Showcase MCEC's pivotal role in stimulating economic development and advancing Maryland's clean energy goals
- ▶ **Define & elevate MCEC brand**
- ▶ **Build department foundation for growth**
- ▶ **Develop MCEC presentations & materials**
- ▶ **Host and promote events to engage stakeholders & provide networking opportunities**
 - Annual Clean Energy Summit
 - Annual Legislative Reception
 - Networking Series
- ▶ **Produce and distribute reports, publications & collateral**
- ▶ **Increase the number and financial commitment of sponsor partnerships**
 - Launch annual sponsorship program
- ▶ **Evolve and improve websites**
- ▶ **Expand audiences across digital platforms, improve content & increase engagement**
- ▶ **Support innovation (MEIA) marketing & communications**
- ▶ **Support grants programs and initiatives**
- ▶ **Promote MCEC financing, procurement & technical support services**
 - Support fee for service pipeline
 - CEA marketing campaign
- ▶ **Targeted outreach to consumers in low income and underserved communities**



\$136.12M
GRANT FUNDS
AWARDED TO MCEC

87 EV
COMMUNITY CHARGING
STATIONS TO BE
INSTALLED THROUGHOUT
MARYLAND

10,027
HOUSEHOLDS TO
BENEFIT FROM SOLAR
FOR ALL PROJECTS

Grants

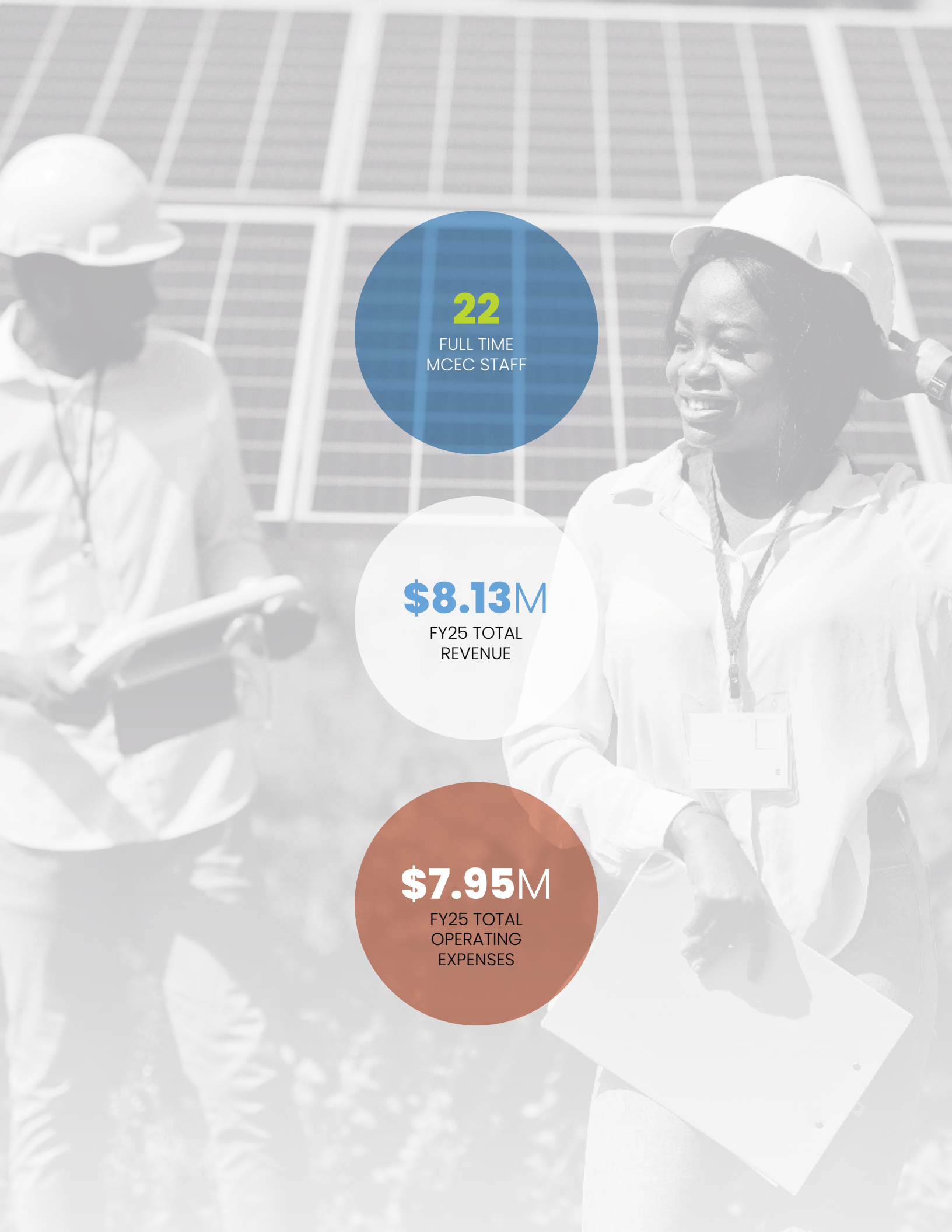
Secure and Deploy Diverse Funding Sources

OBJECTIVES/GOALS

- ▶ Successfully apply for and securing grant awards
- ▶ Ensure effective grant budget management
- ▶ Deliver competent management and compliance of awards secured

TACTICS

- ▶ **Identify, prepare and submit new applications to secure additional grant funds to support MCEC operations, initiatives, projects and programs**
- ▶ **Effectively manage and support current funding awards**
INCLUDES:
 - EPA Solar For All Grant (SFA)
 - US DOT FHWA Charging & Fueling Infrastructure (CFI) Grant 1.A funded partnership and deliverables
 - State Wood Energy Team Grant funded partnership and deliverables- USDA/DNR/Wood Innovation
 - US Energy Foundation Grant funded partnership and deliverables
- ▶ **Be prepared to implement pending awards**
INCLUDES:
 - Charging & Fueling Infrastructure (CFI) Grant 1.B
 - DOE Building Codes
 - US Dept. of Commerce EDA Build to Scale
 - Abell Foundation
- ▶ **Obtain federally negotiated overhead rate**
- ▶ **Hire Sr. Accounting Manager to support and refine grant funding and financial reporting**



22

FULL TIME
MCEC STAFF

\$8.13M

FY25 TOTAL
REVENUE

\$7.95M

FY25 TOTAL
OPERATING
EXPENSES

Admin & Operations

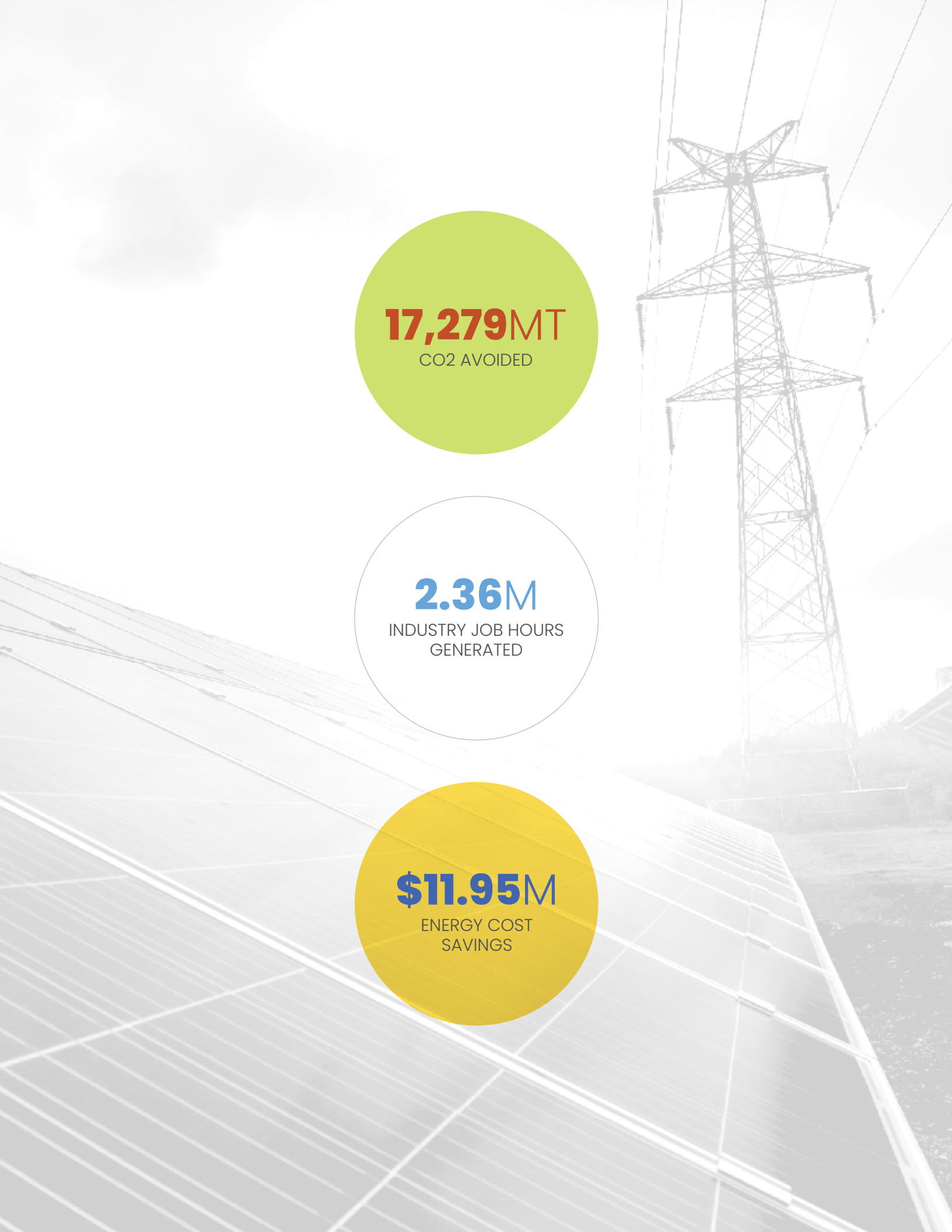
Optimize Internal Operations, Talent and Technology

OBJECTIVES/GOALS

- ▶ Improve operations management through the adoption of appropriate technology tools, processes and procedures
- ▶ Provide administrative leadership to enable effective operations, delivery of services and stakeholder support
- ▶ Contract and complete an economic impact study
- ▶ Build capacity with added personnel and implement professional development opportunities to expand and enhance skills of existing staff
- ▶ Deliver effective fiscal management and accountability

TACTICS

- ▶ **Provide effective administrative support and fiscal management**
- ▶ **Implement tools, processes and procedures to improve overall operations management**
 - Implement CRM software to improve project and grant management
 - Implement new accounting software to improve processes and capability
 - Source and consider implementation of event and ticketing software
 - Create an Operations Manual cataloging processes and documenting procedures as a resource for current and future staff
- ▶ **Employ and manage qualified personnel and expand capacity to support certain activity**



17,279MT
CO2 AVOIDED

2.36M
INDUSTRY JOB HOURS
GENERATED

\$11.95M
ENERGY COST
SAVINGS

2025 MCEC KPIs

MCEC IMPACT METRICS	CUMULATIVE TOTALS
Leveraged Investment	\$239.60M
Leveraged Ratio	10.24x
Total Number of Transactions	4614
Direct Lending Value	\$912,956
Fee-for-Service Income Generated	\$367,630
Total Value of Contract (Awards Internal & External)	\$73.01M
Grant Funds Awarded	\$136.12M
Energy Saved (kWh)	132.82M
Energy Cost Savings	\$11.95M
Energy (BTU) Saved	1.96M
BTU Cost Savings	\$950,120
Greenhouse Gas Reduction (Tons-Nox, Sox, Methane)	13
CO2 Avoided (MT)	17,279
Water/Sewer Conservation	\$111,606
Water/Sewer Conservation Cost Savings	\$543,794
Industry Job Hours Generated	2.36M

INNOVATION IMPACT METRICS	
Companies Formed	9
Third Party Capital Investment	\$37M
Grant & Sponsorship Revenue for Teams	\$31.70M
Patents Filed	84
New Products Developed	11



5000 College Ave., Suite 31010
College Park, MD 20740

info@mdcleanenergy.org • 301-314-6061

mdcleanenergy.org

 @Maryland Clean Energy Center

 @MDCleanEnergy

 Maryland Clean Energy Center

