



Proposal and Statement of Qualifications

**Submission for: RFP #18PSX0104
Energy Efficiency Retrofits and
Energy Cost-Saving Services for
Existing Buildings**

Submitted by:

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September 10, 2018



Prepared for:
Connecticut Department of Administrative Services
Procurement Division
165 Capitol Avenue, 5th Floor South
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This proposal includes proprietary data that shall not be duplicated, used, or disclosed -- in whole or in part -- for any purpose other than to evaluate this proposal. The data subject to this restriction are contained in this proposal

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September 10, 2018

Mark Carroza
Connecticut Department of Administrative Services
Procurement Division
165 Capitol Avenue, 5th Floor South, Hartford, CT 06106

Subject: RFP #18PSX0104 - Energy Efficiency Retrofits and Energy Cost-Saving Services for Existing Buildings

Dear Mr. Carroza,

Energy Resources is pleased to submit our proposal and statement of qualifications for the above-referenced services in response to RFP#18PSX0104. Energy Resources is excited about the opportunity to continue to provide high quality energy efficiency services as we have provided through contract number 16PSX0182 under our division name JK Energy Solutions. Our company's focus and structure, along with our experience and skill set, will assist us in exceeding program expectations for the Department of Administrative Services (DAS).

Energy Resources is a locally based, high functioning and creative comprehensive energy services company that delivers significant energy savings, with excellent customer service, for many municipal, state, large commercial, industrial, small business clients and utility programs in the Northeast. Our team includes members that have conceived, developed, implemented, and successfully executed energy efficiency projects both as utility employees and as business owners of energy services companies. This highly specific experience, and strong track record, will aid us to better understand and achieve the Department's goals.

Energy Resources focuses on the exact services required for this contract and possesses unmatched experience working with Eversource and United Illuminating procedures and incentive programs. Since we are involved in the specific business and technical requirements because of our work in similar current and past programs, our business is structured and managed around the key functions and practices needed to be a highly successful contractor for the DAS program. Our business model is supported by a staff of technically skilled energy managers, experienced hands-on project managers, licensed and seasoned designers and installers, and an executive support team with decades of experience in the industry.

I am hopeful that after review of our qualifications, you will agree that Energy Resources offers the best overall expertise and value to the DAS for execution of services under this contact. If you should have any questions regarding our capabilities, pricing, or experience, please contact me.

Sincerely,



Rich Cardita
Chief Commercial Officer
Energy Resources USA.
76 Watertown Road, Thomaston, CT 06787
P: 860.880.8300, Email: rcardita@energyresourcesusa.net

1.0 Qualifications and Capability

1.1 Type of Firm

Energy Resources is a full-service Energy Services Company. We provide energy conservation services in the form of turnkey energy efficient facility upgrades for state, municipal, educational, commercial, industrial, retail and non-profit customers. We partner with utility companies, federal and state agencies, and various lenders to offset project costs and deliver financing for turnkey, practical energy conservation measures such as lighting efficiency upgrades, refrigeration system optimization, mechanical equipment controls, building management systems, mechanical equipment replacements, steam system efficiency upgrades, and building re/retro-commissioning. As a turnkey service provider with in-house capabilities, we manage all aspects of the process from initial energy audit through project completion, warranty, and measurement and verification. We are a multi-regional company with facilities in located multiple states and corporate offices in Thomaston, CT.

Energy Resources is an independently owned LLC. The principals are Keith Sleeper, Matt James, and Rich Cardita. Energy Resources has 3 divisions: JK Energy Solutions, Shannon Energy, and Solar Energy Resources. JK Energy Solutions focuses on lighting and mechanical upgrade measures, Shannon Energy Resources is a unique provider of gas savings solutions for large steam systems, and Solar Energy Resources is focused on renewables.

JK Energy Solutions has been providing identical services for DAS under existing contract # 16PSX0182. We were recently awarded a large lighting retrofit project for Three Rivers Community College in Norwich, CT through this contract.

We are a high functioning and creative company that delivers significant energy savings, with excellent customer service, for many utility programs. Our team includes members that have conceived, developed, implemented, and successfully executed Energy Efficiency Programs both as utility employees and as business owners at Energy Services Companies. Our business model includes a highly proactive sales team, a staff of technically skilled energy managers, experienced hands-on project managers, licensed and seasoned installers, and an executive support team with decades of experience in the industry.

1.2 Number of years in the Energy Business

The business entity Energy Resources was established 7 years ago. It grew out of the partnership of a successful energy efficiency company, Alliance Energy Solutions, and a 15-year-old electrical contracting company, JK Electric and Service. Energy Resources has maintained a healthy, steady growth pattern with the number of installed projects and revenue increasing consistently from quarter to quarter.

Energy Resources emerged in 2011 when key leaders and team members from Alliance Energy Solutions joined forces with JK Electric & Service. After the 2009 acquisition of Alliance Energy Solutions by W.W. Grainger, and subsequent integration, key leaders and team members elected to leave Alliance Energy Solutions and partner with JK Electric & Service to create JK Energy Solutions. JK Electric & Service had been operating since 1996 as a general electrical contracting company with additional experience in energy conservation work. The infusion of new team members, and a significant capital investment resulted in immediate success in 2012 in the

Connecticut Light and Power Small Business Energy Advantage Program. Our performance was quickly recognized by United Illuminating who invited Energy Resources to participate in their Small Business Program.

We have a high level of experience and strong grasp on understanding various customer lighting and mechanical applications and the appropriate solution to reduce energy while supporting the needs of the specific work environment. Therefore, assessing lighting and mechanical requirements and executing solutions with the correct use of controls, equipment retrofits, and fixture replacements is at the core of what we do.

1.3 Number and Value of Similar Contracts

We are actively doing business with end user customers in New England and the Mid-Atlantic (11 states). Many of the utility programs we leverage for project incentives are open programs and are not specific contracts. However, Energy Resources is currently delivering gas and electric savings as an approved contractor for Eversource in CT and MA; United Illuminating in CT; National Grid (NGRID) in MA, NY and RI; and New York State Electric and Gas (NYSEG)/Rochester Gas and Electric (RG&E). We have experience working with Lockheed Martin and Con Edison in New York City. We are also working with utilities in Pennsylvania, New Jersey, Maryland, Virginia, Vermont and New Hampshire.

We have completed energy efficiency work for commercial, industrial, municipal institutions, schools, and various State agencies including the CT Department of Transportation (DOT), State Police, Department of Developmental Services, and the State Library.

In 2017 alone, Energy Resources performed over \$17.5 million in energy efficiency projects and we have performed work at over 1500 locations in the last five years. Many of these have included a variety of comprehensive measures. They range from small, single building projects to multi-million-dollar installations. We completed a \$5M lighting retrofit project that spanned 2 years, 7 States, and 83 store locations for Wegmans Supermarkets. In 2017, we also designed and installed a \$2.6M comprehensive project in Sandy Hook, CT for Curtis Packaging.

1.4 Number of Full-Time Personnel

Energy Resources has the strength, capabilities, and experience to provide comprehensive energy projects for the DAS. We have (57) direct employees comprising various teams servicing the needs of our clients.

1.4.1 Auditing and Engineering

All our engineering design professionals are full time direct employees of Energy Resources USA. We have eight degreed electrical, mechanical, industrial, and environmental engineers on staff and all team members possess strong experience developing comprehensive projects for our customers. Our design team capabilities include mechanical, controls and lighting design. We have a Professional Engineer (PE) on the payroll and established relationships multiple outsourced PE's in a variety of disciplines. Our staff includes members with Association of Energy Engineers (AEE) qualifications including Certified Energy Manager (CEM), Certified Energy Auditor (CEA), Certified Building Commissioning Professional (CBCP) and Certified Lighting Efficiency Professional (CLEP) accreditations, two E-1 Master Electricians, two S-1 Master HVAC Professionals, an SM-1 Sheetmetal Contractor, two SM-2 Journeyman Sheetmetal Workers, two

D-2 Service Technicians, and two P-2 Journeyman Plumbers, along with OSHA-10 and OSHA-30 certifications and Universal Refrigerant licenses.

1.4.2 Project Development and Financing

Our Project Development team consists of industry veterans who take pride in developing cost effective solutions to our customers energy conservation challenges and ensuring that all available incentives and funding mechanisms are leveraged to the fullest extent. Our team has unmatched experience working in partnership with Eversource, United Illuminating, and many other utility programs; in fact, many are former Eversource Project Administrators.

Energy Resources assists our customers with financing options through utility programs, third party lenders, and through an established internal financing program that we call WeFi. Energy Resources is adept at guiding our customers through the various utility financing options. We have strong, established relationships with multiple third-party financing organizations such as Univest Capital, Ascentium Capital, Wells Fargo, and M-Core Credit Corporation. We are also active in the CPACE program.

1.4.3 Project Management and Production

Energy Resources has nine project managers (PMs) in CT, MA and NY and two travelling PMs dedicated to other parts of New England and Mid-Atlantic. We have two in house installation crews and 45 outsourced crews throughout the New England and Mid-Atlantic regions providing electrical, mechanical, refrigeration, steam optimization and controls installation services. Six of these crews are dedicated to Energy Resources with over 80 percent of their focus on our projects. They are dedicated because we treat them like they are an extension of our company. We set up projects with a detailed statement of work (SOW), deliver material to project site, and have an Energy Resources PM assigned to each project. Our warehouse and recycling partnerships are oriented to smoothly dispose of materials in an environmentally and regulation compliant manner.

1.4.4 Office Staff and Support

Energy Resources has a strong foundation supporting our management, sales, engineering, project development, and implementation services. We have a dedicated, full-time office and warehouse staff supporting accounting, scheduling, inventory management, information technology (IT) and marketing.

Energy Resources has corporate offices located in Thomaston, CT and additional offices in Stamford, CT and Northampton, MA. Energy Resources has four warehouses (two in CT, one in MA and one in NY) to store and process our inventory project materials (currently over \$1.5 million in lighting and mechanical material in inventory).

1.4.5 Management

Supporting and directing our team is an executive staff with over 200 years of combined industry experience. Our team members have developed and successfully implemented energy efficiency programs as utility employees and as business owners of energy services companies. Following, is a summary of qualifications of key management team personnel.

Matt James, Chief Operating Officer. Mr. James is an Association of Energy Engineers (AEE) Certified Energy Manager (CEM) with a degree in Mechanical Engineering and M.B.A. in Finance. Mr. James manages the overall company operations with focus on accounting, IT, material

management, electrical/mechanical contracting and our financing operation which includes third party lenders as well as an internal financing program. Mr. James worked at Northeast Utilities and helped to develop some of the first Energy Efficiency programs in CT in 2001 and 2002. He worked as the Team Leader of the Conservation & Load Management Team, responsible for overseeing multiple energy efficiency programs. He later became a Managing Partner at Alliance Energy Solutions before helping to create Energy Resources.

Rich Cardita, Chief Commercial Officer. Mr. Cardita is an AEE Certified Lighting Efficiency Professional (CLEP) with a degree in Electrical Engineering. While working at Alliance Energy Solutions, Mr. Cardita helped develop the Central Hudson Gas and Electric direct install program. Rich led the sales effort and assisted Central Hudson Gas and Electric to realize its goals.

Keith Sleeper, Chief Production Officer. Mr. Sleeper is a licensed E-1 Master Electrician and is focused on project implementation and production. He is responsible for project management and overseeing all installation work performed by the company. While he sets the standards, and manages the overall production, he has a team of highly trained project managers he leverages for day to day success.

Rob Boissonneault, Mechanical Division Leader. Mr. Boissonneault is a degreed mechanical engineer, S-1 Master HVAC Professional, SM-2 Journeyman Sheetmetal Worker, P-2 Journeyman Plumber; and possesses OSHA-10 and OSHA-30 certifications, and Universal Refrigerant licenses. He oversees all mechanical project development and engineering for Energy Resources and has over 20 years of experience with energy efficiency contracting in the State of Connecticut.

Charlie O'Neill, Director of Utility Programs. Mr. O'Neil manages our project development team and is a former Energy Program Administrator for Eversource (formerly Connecticut Light and Power). As recently as 2011 he was responsible for developing their utility software to incorporate refrigeration measures into the utility database in accordance with CT State regulations.

Simon Matthews, Director of Operations. Mr. Matthews has a BS in mechanical engineering and is an AEE Certified Building Commissioning Professional (CBCP), Certified Energy Auditor (CEA), and CEM. He is also a USGBC LEED Accredited Professional (LEED-AP). Mr. Matthews has over 15 years of experience developing, managing, and commissioning energy efficiency projects for commercial, municipal, and federal clients.

Our experienced staff allows us to function at a very high level. Continuous improvement is always a goal and our inspection results by third parties have always been very positive. Our hands-on project managers are critical to customer satisfaction. They have worked in every kind of environment and understand that our job is to deliver energy savings with little to no interruption to our customer's daily activities.

1.5 Accreditations

The team at Energy Resources consists of industry veterans who have a long history of success in the energy conservation market. With over 200 years combined experience in energy efficiency, our team members have strong utility program, engineering, sales/marketing, project management and installation backgrounds. Our staff includes members with AEE qualifications including CEM, CEA, CBCP and CLEP accreditations, two E-1 Master Electricians, two S-1 Master HVAC Professionals, an SM-1 Sheetmetal Contractor, two SM-2 Journeyman Sheetmetal

Workers, two D-2 Service Technicians, and two P-2 Journeyman Plumbers, along with OSHA-10 and OSHA-30 certifications and Universal Refrigerant licenses.

Energy Resources is currently an approved contractor executing gas and electric efficiency projects for customers through Eversource in CT and MA; United Illuminating in CT; NGRID in MA, NY and RI; and NYSEG and RG&E in NY. We are also working with utilities in Pennsylvania, New Jersey, Maryland, Virginia, Vermont and New Hampshire.

Energy Resources is the top contractor for the Eversource CT Small Business Energy Advantage (SBEA) Program and the number two provider of natural gas savings for National Grid in MA and RI. We are also a top performing contractor for the Eversource MA Direct Install program. Some of the work we performed in the Eversource CT SBEA Program is showcased in the following Energize CT produced videos:

<https://www.youtube.com/watch?v=ZT2yWt4jtc0>

<https://www.youtube.com/watch?v=LW-iDfmdPjc>

Energy Resources has been recognized as industry leaders by utilities and other energy efficiency organizations:

- 2017 Silver Award, NGRID MA, Large Commercial and Industrial Gas and Energy Efficiency.
- 2017 NGRID MA, Recognition for Achieving Highest Number of Therms for Municipal Projects.
- 2017 Peak Performer Award, Eversource MA, Small Business Program.
- 2016 Outstanding Project Award, Connecticut Green Bank
- 2015 Top Comprehensive Contractor, Eversource CT, Small Business Energy Advantage Program.
- 2015 Best Newcomer Award, Connecticut Green Bank

2.0 Experience

Energy Resources is a utility-oriented, turnkey provider of energy efficient facility upgrades with an emphasis on lighting retrofits, mechanical upgrades and other practical measures. We are actively doing business with end user customers in the Northeast and Mid-Atlantic (11 states). Along with performing energy audits and supplying monitoring and reporting services, we are a turnkey implementer responsible for all aspects of retrofits and re-commissioning. Expertise in various systems includes, but is not limited to:

- Lighting Efficiency
- HVAC Upgrades
- Mechanical Equipment Controls
- Energy Management Systems
- Building Envelope Improvements
- Water Saving Measures
- Refrigeration Optimization
- Steam Loop Efficiency

2.1 Types of Services Being Offered

Auditing – With AEE, Certified Energy Auditors, and Certified Energy Managers, along with Eversource SBEA Trained Energy Auditors, Energy Resources has the capability to conduct all levels of energy audits.

Energy Analysis – Energy Resources’ auditing, engineering and project development teams are adept at evaluating baseline costs and potential savings.

Proposal Development - Our project development team consists of industry veterans who take pride in developing cost effective solutions to our customers energy conservation challenges and ensuring that all available incentives and funding mechanisms are leveraged to the fullest extent.

Utility Incentive Processing – Our team has unmatched experience working in partnership with Eversource, United Illuminating, and many other utility programs; in fact, many are former Eversource Project Administrators. Our team has the knowledge and experience to maximize incentives on customer behalf.

Project Financing - Energy Resources is adept at guiding our customers through the various utility financing options and we have strong, established relationships with multiple third-party financing organizations to help finance project net cost (as low as 0% through utility and also through third party partner lenders).

Project Management – Energy Resources has solid project management, multiple in-house crews, and a network of trained and qualified subcontractors. We are able to manage multiple projects and deliver the highest level of customer satisfaction.

Re/Retro-commissioning – With an AEE Certified Building Commissioning Professional and an experienced team of mechanical and controls experts, Energy Resources commissioning services can significantly improve operations of existing buildings.

Equipment Procurement - Energy Resources has strong relationships with multiple material suppliers and manufacturers and can provide best pricing for virtually any materials required for turnkey installation.

Installation – Energy Resources offers completely turnkey projects, from initial assessment through commissioning and warranty of installation. Our hands-on project managers are critical to customer satisfaction. They have worked in every kind of environment and understand that our job is to deliver a complete fully functional energy savings project with little to no interruption to our clients’ daily activities.

Commissioning – Energy Resources understands that equipment is only as efficient as the manner in which it is employed. Energy Resources will fully commission all equipment to ensure proposer initial operation and provide training for facility managers and staff to ensure the persistence of energy savings.

Warranty and Service – Energy Resources offers comprehensive warranties and service on all workmanship and assists with manufacturer’s warranty on all materials. We value our company reputation and work very hard to maintain a high level of customer satisfaction for our utility customers and end customers.

Measurement, Verification, Monitoring – Energy Resources has the capability both in house and with third party engineering firms to perform M&V services in accordance with International Performance Measurement and Verification Protocol (IPMVP) and other industry standards to verify and document actual savings. Many utility programs in which we operate do not require formal M&V; therefore, primary analysis is through pre and post project utility bill analysis.

3.0 Experience

We have performed work at over 1000 locations in the last three years. Many of these have included a variety of comprehensive measures. They range from small, single building projects to multi-million-dollar installations - we performed a \$5 million lighting retrofit project that spanned 2 years, 7 States, and 83 store locations for Wegmans Supermarkets. The following project references and examples highlight more of our experience of particular relevance to this RFP:

1. HARC, Hartford, CT.

Contact: Greg Grant, Chief Operating Officer

Phone: 860-218-6051

Email: ggrant@harc-ct.org

This comprehensive project included new HVAC equipment, controls, lighting, and building envelope improvements. Energy Resources replaced (5) 30-ton water cooled air conditioning units on floors 2-6 with (10) high efficiency 15-ton water source heat pumps (WSHP) equipped with dual enthalpy economizers; replaced (3) 7.5-ton RTU's with high efficiency units; installed (2) high efficiency condensing gas boilers with outdoor air reset controls; and installed variable frequency drives on cooling tower fans and hot water circulating pumps. We also installed an EMS system with integration of the variable frequency drives, boiler pump and baseboard valves, tower pump and fan, all the 15-ton heat pumps, outside air dampers and dual enthalpy controls. The lighting portion of the project included upgrading existing interior fluorescent lighting with LED troffer and recessed can retrofit kits. The building envelope improvements included clear silicone caulking of 566 commercial windows, consisting of 19,696 linear feet and installation of 250 v-seal window weather strips; removal and replacement of 2,462 linear feet of window sashes with new weather-strip seals at the top, sides, between and underneath sash of the windows. The project will save 193,427 kWh and 6,641 CCF annually. The program did not call for data logging so monitoring was performed through utility usage verification from pre and post project utility bills.

2. Wormser Congregate, Stamford Housing Authority, Stamford, CT.

Contact: Bob Robinson, Director of Facilities

Phone: 203-921-5276

Email: brobinson@charteroakcommunities.org

This comprehensive project included installation of new HVAC equipment and lighting. The customer had a single existing set of house heating boilers that also provided domestic water heating. Energy Resources installed separate high efficiency boilers for house heating and domestic water. We also installed variable speed pumps and an outdoor air reset strategy. With anticipated annual savings of 40,358 kWh and 3,030 CCF the project had less than a 13-year payback. Monitoring was performed through utility usage verification from pre and post project utility bills.

3. Curtis Packaging, Sandy Hook, CT.

Contact: Kerry Brown, Vice President of Operations

Phone: 203-270-5712

Email: kbrown@curtispackaging.com

This comprehensive project included installation of new HVAC equipment, lighting, and a solar photovoltaic system. Energy Resources installed a 150 HP Single Stage Rotary Screw Air Compressor with variable speed control and a 670 scfm cycling refrigerated air dryer. We also installed (3) high efficiency natural gas furnaces, (9) condensing gas unit heaters and (5) gas fired radiant heaters. We installed (28) high efficiency packaged rooftop units with dual enthalpy economizers, (3) ductless mini-split systems and (1) high efficiency heat pump. The lighting portion of the project included upgrading interior fluorescent lighting in office and manufacturing areas to LED retrofit kits, new LED high bays, and upgrading exterior HID fixtures with LED wall packs and floods. In addition, we installed a 191 kW Solar PV system. Anticipated annual savings were 462,521 kWh and 5,564 CCF. The program did not call for data logging so monitoring was performed through utility usage analysis from pre and post project utility bills. The project was chronicled in this Danbury, CT News Times newspaper article:

<http://www.newstimes.com/business/article/Newtown-s-Curtis-Packaging-uses-incentives-for-9517129.php>

4.0 Pricing and Fees

The majority of work that we perform involves some form of utility incentive or grant for a significant portion of project cost. Zero percent or low interest financing for the balance is often provided by the utility. We are directly involved in the incentive process and often collect that money leaving the customer only responsible for the net cost. Many of the utility programs we operate in have prescriptive pricing for standard measures and strict pricing guidelines for custom measures.

The pricing that Energy Resources employs across all projects is built around these prescriptive utility bid prices and guidelines. Along with lighting, measures including refrigeration, insulation, programmable thermostats, and water savings measures are also prescriptive. While more custom measures including mechanical equipment replacement and controls are not prescriptive, there are standards for pricing. The utility reviews our pricing before approving custom measures and we have to conform to a strict margin expectation. We do a high volume of projects and our philosophy is to price things competitively to maintain that high volume of business. We are not a boutique firm doing a limited number of projects and strategically maximizing profit on each project.

Our pricing is fixed, and we do not require any upfront capital outlay. Initial energy audits and proposal development are generally performed at no charge. For projects exceeding \$500,000 we would prefer progress billing if possible. Monitoring is quoted and billed on an hourly basis. Depending on the level of analysis and appropriate level of engineering skill set required to comply, the rate will vary accordingly.

As an authorized contractor for both Eversource, United Illuminating, and many other utility programs, Energy Resources has the knowledge and experience to maximize incentives for DAS projects which can be directly processed and accepted by Energy Resources to minimize the capital outlay.