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January 13, 2022

REQUEST FOR QUALIFICATIONS

Energy Performance Contracting Proposal



DELIVER TO

**2600 Hollywood Blvd., Rm#: 221
Hollywood, Florida 33020**

THIS PROPOSAL CONTAINS PROPRIETARY INFORMATION



Energy Performance Contracting Proposal

City of Hollywood, Florida • RFQ-4702-22-GJ

Submitted by:



January 13, 2022



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4.2

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Executive Summary

SECTION 4.2.2





Local governments across the nation are responsible for creating and maintaining thriving communities, but many cities and counties face challenges dealing with limited resources, unfunded mandates, and utility uncertainty.

NORESCO can efficiently and cost-effectively bundle solutions that modernize your City's infrastructure, improve constituent services, improve efficiency and revenue, while reducing operating expenses, deferred maintenance and emergencies, including:

- **Energy resiliency and sustainability solutions**
- **Healthy building modifications**
- **Smart cities and counties/smart street lighting and high-speed broadband**
- **Central utility plants/distribution systems**
- **Water and wastewater system improvements**
- **Efficiency master plan**
- **Budget optimization program finding efficiencies and cost savings opportunities beyond facilities and infrastructure budgets**
- **Support of local contractors/suppliers and local MBE participation**
- **Outreach for community-wide homeowner energy audit initiative**

NORESCO is backed by our parent company, Carrier, whose worldwide headquarters is located in the tri-county area. Both NORESO and Carrier have an interest in building their customer base in Florida and are looking to implement highly successful flagship projects for our customers to help us to grow our trusted brand.

Since the City of Hollywood has stated in the RFQ a desire to replace streetlights, the city may want to consider at the same time incorporating smart city initiatives as many municipalities have chosen due to the inherent economies of scale,



using streetlight LED efficiencies to fund these initiatives, as well as it meets a stated desire in the City's 2021 Accomplishments for a 2022 initiative. We have teamed with Smart City Capital to bring smart city technology opportunities, starting with streetlights, to the City of Hollywood (City). Smart City Capital and NORESO along with other partners will implement a comprehensive smart county public private partnership initiative at Miami Dade County to include street lighting enhancements, high speed broadband and smart city technologies, efficiency improvements and architectural lighting enhancements for key assets. Smart City Capital is located in Broward County and the principal owner is a past 10-year resident of the City of Hollywood. Both NORESO and Smart City Capital is dedicated to implementing a flagship project for the City of Hollywood that will meet and exceed your expectations.

City of Hollywood Project Opportunity

The NO RESCO team will enable the City of Hollywood to leverage the absolute maximum savings and improved revenue to develop a comprehensive infrastructure improvement program for the City. For instance, NO RESCO leveraged over \$80 million in savings to implement key infrastructure needs for the City of Atlanta.

NO RESCO will develop a project with the ideal combination of improvements and financial attributes so that the City achieves the maximum benefit for its investment. Throughout our in-depth investment grade audit process, we will work closely with multiple City stakeholders to better understand their needs and desires as well as the current conditions across the organization. We have reviewed the City's Accomplishments 2021, The City of Hollywood's Sustainability Action Plan, the City's Budget and Capital Improvement Plan. NO RESCO can help the City leverage savings and revenue enhancement to implement some of the City's 2022 key initiatives if the City desires. With our understanding of the City's current situation, we would expect to analyze the following opportunities for utility savings, operational improvements, smart city enhancements and readiness, and revenue enhancement:

1. **Energy Master Plan to assess City assets and a priority driven plan with timeline to increase efficiency in City assets/facilities.**
2. **LED street lighting with solar wraps on poles to drive efficiency as well as smart city applications.**
3. **New redundant chiller to replace the old failed one for City Hall - properly sized for the load and in lead/lag with existing that is oversized according to staff. Clean cooling towers. Evaluate replacement of fan coil units for a more efficient system.**
4. **Evaluation of air cooled and DX units in the City. Coils deteriorate over time due to ocean air.**
5. **Evaluation of preventive maintenance options for the staff if desired.**
6. **Evaluate if City is on special demand rate from FPL where you have generators.**
7. **Evaluation of existing solar panel system at City Hall and retrofit as needed. Staff does not believe they are in operation. Inverter not operational.**
8. **Interior and Exterior LED lighting upgrades.**
9. **Evaluate parks for further LED sport lighting improvements (dark sky compliant).**
10. **HVAC improvements (including potential replacement and/or refurbishment of chillers, cooling towers, boilers, rooftop units, and air-handling units).**
11. **HVAC controls improvements, new controls as needed, and/or retro commissioning. Staff has had good experience with existing Allerton and we will look to improve upon if needed.**
12. **Bipolar ionization air-cleaning technology if desired.**
13. **Expand EV charging stations with super-fast charging stations.**
14. **Strategic sourcing to drive budget savings.**
15. **Replacing the aged AMI/Water Meter Infrastructure.**
16. **Water and wastewater infrastructure and/or process improvements. This evaluation would be conducted in partnership with your engineer of record. Evaluation of local sludge processing to reduce costs of sending to the landfill.**
17. **Building envelope improvements.**
18. **Domestic water conservation (replacement and/or retrofit of existing plumbing fixtures where needed).**
19. **Roof replacement if needed.**
20. **Evaluate further solar/renewable infrastructure to add to the City's current solar portfolio.**
21. **High speed broadband/WIFI enhancements/smart city initiatives.**
22. **Enhanced communication and marketing about the City's sustainability and resiliency and smart city initiative.**
23. **Energy conservation training and Green Operations team for staff engagement in driving further savings beyond infrastructure improvements.**
24. **Outreach and education program for community homeowners how to conduct energy audits to support sustainability efforts community wide.**



We welcome the opportunity to discuss the City's needs to determine whether we should investigate additional conservation measures.

The measures to the left will improve efficiency and system reliability while addressing needed infrastructure improvements. The proposed project provides the following additional benefits:

- Reduces costs and provides revenue enhancement
- Includes needed infrastructure improvements as outlined in some of the City's CIP, 2022 plans, as well as additional opportunities to be uncovered during our investment grade audit stage
- Improves street lighting quality and therefore safety and security
- Improves occupant comfort (through better lighting, air quality, and consistent indoor temperatures)
- Enhances City image through enhanced communications and improves constituent services
- Improves live, work, play for City constituents
- Allows the City to implement projects faster to maximize and leverage savings and take advantage of economies of scale
- Includes evaluation of the City's non-utility expenses for even greater guaranteed savings potential

City of Hollywood Potential Savings

Based on a high level analysis of your budget, information provided, and our 37-year history and experience working with municipalities, there is a potential of approximately \$5-7M a year in budget savings potential. Savings potential include strategic sourcing in addition to energy and asset modernization savings. Some of these savings will be limited to a three- to five-year window while remainder of the savings can be leveraged to fund a robust infrastructure modernization program over 20-years.

Strategic Sourcing is an approach to supply chain management that formalizes the way information is gathered and used so an organization can use consolidated purchasing power to find the best possible values in the marketplace.



Why the NORESKO Team?

NORESCO has delivered over \$5 billion in savings programs to public entities across the nation, including many municipal customers. Our dedicated project teams provide local support and maintain on-site presence throughout construction to act as a single point of contact. We believe that our success and longevity are due in large part to hiring and retaining expert staff.

The key team members that we expect to assign to the City of Hollywood project have been with NORESKO an average of 10.2 years and in the market an average of more than 25 years.

This level of expertise at NORESKO is unheard of in the market and provides the City with a level of institutional knowledge and competence not found in other ESCOs. The engineers who designed the project will be readily available to answer questions during construction and throughout the performance period. In addition, we are the only ESCO that has over 30 years of ESCO work without litigation on a savings guarantee which means we consistently meet our contractual obligations. Based on a return customer rate five times above the market, NORESKO has proved to be the most trusted and technically competent ESCO by exceeding customer expectations.

Strategic Partners

Because the City of Hollywood wants to implement LED streetlighting, it may be an opportunity to pursue a smart city platform. Our partner Smart City Capital has been approved at Miami Dade County for a substantial Smart County Initiative that will encompass broadband, WIFI, smart street lighting replacement and ongoing operation and maintenance, as well as efficiency improvements throughout the county. The unique project will leverage operational savings to achieve the smart county initiatives and improvements. NORESKO and other team partners will be working with Smart City Capital on these improvements for Miami Dade County. We will bring this expertise to the City of Hollywood to help the City leverage maximum savings to achieve infrastructure modernization.

Supporting City's Sustainability and Efficiency Efforts

Our Green Operations program can support and expand the City's sustainability and efficiency efforts across staff departments and help educate the community as well. We know that the City leadership has a keen interest in sustainability for the community. We would like to explore options with the City to use our expertise to help community homeowners learn how conduct their own energy audits to explore energy savings and reduced emissions. We will help enable the City to truly develop a comprehensive City-wide approach to reduced emissions and resiliency.

Comprehensive Savings Opportunities

NORESCO's in-house engineers and project management team have expertise in every aspect of a city's asset infrastructure, such as water and wastewater, building efficiency, street lighting improvements, AMI/water meter smart infrastructure, etc. to maximize efficiency across the City's portfolio. NORESKO can also look beyond your facilities and facility operations budget.

Executive Summary



For the City of Hollywood, NORESKO can combine energy conservation measures and Strategic Sourcing savings measures. Strategic Sourcing is an approach to supply chain management that formalizes the way information is gathered and used so that an organization can use consolidated purchasing power to find the best possible values in the marketplace. This alignment between purchasing strategies and business goals drives additional guaranteed savings beyond infrastructure and sustainability efforts. If desired, we will draw from several budget categories in our holistic approach to savings to develop a comprehensive program as desired by the City of Hollywood. These savings include everything from IT to utilities to fleet management, captured by our unique Strategic Sourcing program to fund additional City-desired infrastructure improvements.

Vendor Neutrality

NORESCO will make recommendations based on the unique situation at City facilities and will specify equipment and controls compatible with your needs, existing systems, and future plans. We do not operate under any company mandates to sell lengthy service contracts or a particular brand of equipment. Over the past 15 years, we have installed 11 different brands of heating, ventilating, and air-conditioning (HVAC) controls brands for our customers. We also have a robust outreach contractor program and, based on our years of experience, we can determine if pricing and labor quotes are competitive, while also building a local economic stimulus program utilizing local contractors and partners. We can accommodate any City preferences for vendors or manufacturers and are pleased to work with and train third-party service providers to maintain the equipment we install, if that is the City's desire.

A Trusted Brand

Founded in 1984, NORESKO is one of the largest energy services companies in the United States. NORESKO is part of Carrier Global Corporation, an \$18.9 billion company in continuous operation since 1915. Carrier has their worldwide global headquarters in the tri-county area located in Palm Beach Gardens, Florida and both NORESKO and Carrier are committed to implementing a successful project for the City of Hollywood.

Performance contracts often have terms of 10, 15, or even 20+ years, so a customer needs reassurance that the selected ESCO will be around for the duration and able to support the guarantee for the project well into the future. NORESKO has been successfully designing and implementing performance contracts for more than 37 years, guaranteeing more than \$5 billion in savings. We make realistic guarantees and stick around to see them through, so the City can be assured that savings will be realized over the term of the agreement. Unlike most ESCOs, NORESKO has never been the subject of litigation regarding our savings guarantees. We are the trusted brand to implement ESPC at large municipalities such as City of Atlanta, Cook County (Illinois), Allegheny County (Pennsylvania), Charles County (Maryland), and recently selected at the City of Anchorage, just to name a few.

Your local account manager, Tracie Lampton, has lived in the tri-county area for more than 26 years and has a long track record of providing quality successful ESPC projects to South Florida municipalities such as Miami Dade County (\$20M in multiple phases), Broward County Water and Wastewater Biogas to Energy (18M), City of Oakland Park AMI/Water Meters (\$8M), South Florida Water Management District (\$4M), and St. Lucie County (\$5M).

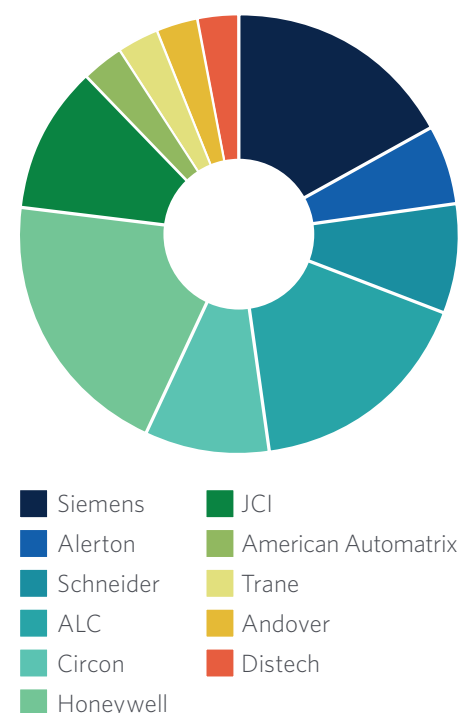
"NORESCO exhibited invaluable creativity, determination, and City-specific knowledge to complete a complex and challenging modernization of converting all our building interior/exterior, parking lot, recreational parks and street lights to LED technology coupled with HVAC and Control System upgrades.

We highly recommend NORESKO to anyone looking for a reliable energy services partner with a superior level of expertise."

Mark Law

Project Manager
Missouri City, Texas

Figure 4.2-1: Control System Brands Installed by NORESKO's Southeast Sample Region in the last 10 Years. NORESKO selects and installs equipment based solely on what best suits our customers' needs.



NORESCO by the Numbers

\$5+ billion
in guaranteed savings

10,000+
facilities in the U.S. and
worldwide

475+
employees dedicated to
efficiency services

28,300 GWh
of electricity saved/efficiently
produced

130.0 trillion Btu
of on-site fuel energy saved

56 billion gallons
of water saved

0.55 EMR
excellent safety rating

13 years
without an OSHA incident



Commitment to Inclusiveness and Local Economic Development

Part of the economic recovery process for our area is to create jobs. According to ACEEE, energy efficiency projects support approximately 20 jobs per \$1M investment, compared to all sector average of 17 jobs. NORESKO is committed to keeping this work as much in the City of Hollywood/Broward County as possible to help local businesses and contractors and create a local economic stimulus plan. Our partner, Smart City Capital is located in Broward County, and its principal, Oscar Bode, lived in the City of Hollywood for over 10 years. We have also identified other local potential partners such as Hazen, the City’s long term engineer for your wastewater plant that we will work with and have worked with previously. In addition, NORESKO is dedicated to working with local small and disadvantaged business entities and building their capacity in energy services. Our commitment shows in our record of not just meeting but exceeding minority participation goals in previous energy savings projects, as shown in the following table.

Table 4.2-1: NORESKO Regularly Overachieves Minority Participation Commitment

NORESCO Project	Minority Participation Commitment	Minority Participation Achieved
Baltimore City Public Schools	22%	25.23%
City of Atlanta Department of Aviation	30.5%	35.24%
City of Atlanta Department of Watershed Management	30.5%	31.31%
Cook County, IL	34%	42%
Maryland Department of Veterans Affairs	25%	38%
Maryland Motor Vehicle Administration	25%	41.65%
Richard J. Daley Center, Chicago	28%	46%
Spring Grove Hospital Center, MD	24%	25.04%
Springfield Hospital Center, MD	25%	33.23%
St. Mary’s College of Maryland	20%	25.10%
University of Maryland, Baltimore County	20%	25.17%

Summary

In seeking to implement a performance contract, the City of Hollywood exhibits fiscal responsibility and commendable stewardship of taxpayer funds. NORESKO would be honored to partner with the City to implement a comprehensive program that will increase efficiency, provide energy resiliency, create local jobs, generate maximum environmental and economic benefits, and help meet current and future climate action and resilience goals. NORESKO has a proven track record of delivering successful ESPC projects to municipalities while maintaining exemplar safe working environments. We will drive cost savings opportunities beyond infrastructure improvements to provide additional funding for the City. Our local team intends to exceed the City’s expectations in providing a highly collaborative, well-managed and transparent process from development through closeout. We encourage you to connect with our references as you select an energy partner for the next 20 years. Thank you for your consideration of our proposal.

Firm Qualifications and Experience

SECTION 4.2.3



4.2.3

Respondents are to submit a complete information package and documentation that demonstrates their ability to satisfy all of the minimum qualifications and scope of service requirements. Indicate the firm's number of years of experience in providing the professional services as it relates to the work and services contemplated. Provide details of past projects for agencies of similar size and scope, including information on your firm's ability to meet time and budget/cost saving requirements. Indicate business structure, i.e.: Corporation, Partnership, or LLC. Firm should be registered as a legal entity in the State of Florida and you shall include the firm address, phone number, fax number, email address, web site, contact person(s), etc. Relative size of the firm, including management, technical and support staff; licenses, certifications, credentials, and any other pertinent information shall be submitted.

NORESCO Highlights

Nearly \$5 billion in energy savings projects

Verified savings of 108% of guaranteed savings in aggregate for past projects

25 million metric tons of GHG emissions reduced

More than 20 billion kWh of guaranteed electric savings

NORESCO is a nationally integrated energy services provider with 37 years of experience auditing, developing, and implementing energy efficiency and facility improvement programs across the country.

As one of the largest energy services companies in the United States, NORESKO is a founding member of the National Association of Energy Services Companies (NAESCO). Our company uses design-build, performance-based contracting, commissioning and on-call solutions to deliver energy and maintenance savings and significant infrastructure upgrades to existing facilities. We have implemented nearly \$5 billion of energy saving programs at more than 10,000 facilities throughout the U.S. and abroad. We also offer a full suite of consulting services to integrate sustainable design strategies into new construction, recently constructed and existing buildings.

NORESCO projects are:

- **Saving or efficiently producing 20 billion of kWh of electricity**
- **Saving 120 million MMBtu of on-site fuel energy**
- **Saving 50 billion gallons of water**
- **Reducing greenhouse gas emissions by 25 million metric tons of CO₂, equivalent to the annual CO₂ sequestering capability of 1.4 million acres of forest**

NORESCO is a limited liability company (LLC) and is registered as a legal entity in the State of Florida. Tracie Lampton, senior account executive at NORESKO, will be the City of Hollywood's primary point of contact. Below is Ms. Lampton's contact information:

Tracie Lampton

13995 Pasteur Blvd.,
Palm Beach Gardens, FL 33418

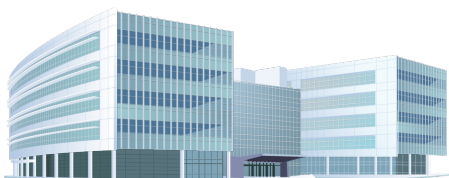
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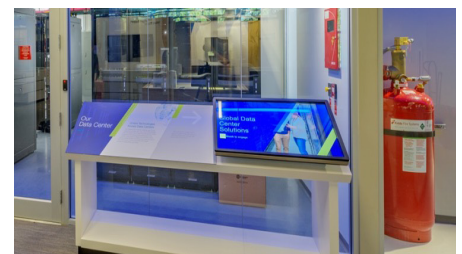
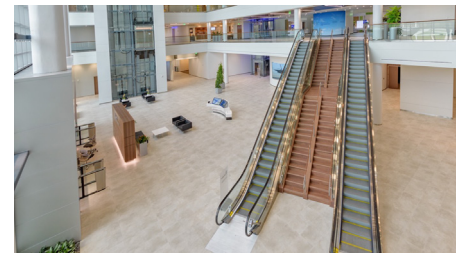
www.noresco.com

NORESCO employs nearly 500 professionals dedicated to energy savings projects, including approximately 130 project developers and engineers, 150 construction management and commissioning agents, and 60 operations and maintenance technicians. Among them are 68 registered Professional Engineers.



NORESCO is part of Carrier Global Corporation ("Carrier"), a leading global provider of innovative HVAC, refrigeration, fire, security and building automation technologies with nearly \$17.5 billion in 2020 revenue. Carrier is a publicly-traded company, trading on the New York Stock Exchange under the ticker symbol "CARR" and has an "Investment Grade" credit rating from both Moody's and Standard & Poor's. Carrier's global headquarters is located here in South Florida. Our Center for Intelligent Buildings is a sustainability and energy efficiency technology showcase that has been awarded LEED Platinum Status and the first commercial building in Florida to be awarded the prestigious WELL Platinum certification. Leveraging advanced solutions, our Center for Intelligent Buildings has now earned the highest designations in health, well-being and environmental performance. We are, therefore, uniquely qualified to bring the best advanced sustainability and healthy building solutions to the City of Hollywood.

Firm Qualifications & Experience



Even though we are owned by a global manufacturing company, NORESKO has a lengthy history of vendor neutrality selecting and installing major HVAC brands such as Johnson Controls, Honeywell, Siemens, Automated Logic, York, Trane, McQuay and Carrier. For example, we understand the City uses Allerton in many of their buildings that we toured on the site visit and the City is happy with the product and service. We will further evaluate the system in the audit phase and expand or enhance for greater efficiency if needed/desired. We also understand that the staff has a preference for Trane HVAC. We work individually with each municipality to bring the best solution and offer choices based on preference and highest efficiency specifications. This will always be YOUR program and we will co-author our solution with the City.

In addition, NORESKO is an original, charter member of the National Association of Energy Service Companies (NAESCO) and have been accredited for the past 26 years, since the inception of the accreditation program in 1996. Our company is presently one of a few companies to hold NAESCO's Energy Service Provider accreditation. This accreditation is awarded to ESCOs that exhibit the technical and managerial competence to develop comprehensive, performance-based energy efficiency projects and combined heat and power applications, as well as a full range of energy services including energy audits, providing or arranging for project financing, design engineering, operations and maintenance services, and verification of energy savings according to accepted industry practice. This accreditation underscores the technical competence demonstrated by a nearly \$5-billion project portfolio comprised of some of the most expansive and technically complex projects in the energy services industry, including numerous cogeneration and renewable energy projects.

Carrier's global headquarters, located in South Florida, is a sustainability and energy efficiency technology showcase that has now earned the highest designations in health, well-being and environmental performance.



NORESCO is a charter member of NAESCO and has been accredited since the inception of the program in 1996.

4.2.3

Respondent shall submit proof of experience for a minimum of three projects of similar scope and scale (or larger) and shall, for each project listed, identify location; key dates; project name and overall scope; scope of work that was self-performed by Respondent; and client's name, address, telephone number and email address.

NORESCO has implemented more than \$685 million in work for our customers in the southeastern United States, and nearly \$530 million for county and municipal customers nationwide. We are dedicated to this industry and extremely proud of the projects we have developed, implemented, installed, and guaranteed.



NORESCO's representative experience includes Miami Dade County in partnership with Smart City Capital.

From our wealth of relevant experience, we include references and project summaries that demonstrate our expertise in developing and implementing a range of comprehensive turnkey projects, including those similar to what might be encountered in the City's program. The following references illustrate the range of project sizes and scopes our team has carried out for our customers. Details about each project are provided on the following pages. Our customers will attest to the fact that NORESKO is driven to satisfying all stakeholders in an energy conservation program.

NORESCO's dedication to customer satisfaction is evidenced by our enviably high rate of repeat business. It is somewhat uncommon for a public agency to undertake more than one energy performance contract; rarer still to complete multiple projects with the same ESCO, but our history shows this time and again. In fact, 37 percent of our work in this region comes from repeat customers. We have had consistent success with customers phasing work as needed and continually earning their trust to perform additional phases. When given the choice to select another partner, these customers have made the choice to continue with a proven partner, and for that we are grateful and honored. References included within this section will highlight our history of aligning with our customers' visions and partnering to support the achievement of set goals and initiatives, including time and budget/cost saving requirements. Highlights of our experience are shown in **Table 4.2-2**.

Table 4.2-2: Highlights of NORESKO Experience Relevant to the City of Hollywood

Representative List of Southeast U.S. Customers	Representative List of Municipal Customers
<ul style="list-style-type: none"> Alabama Dept of Corrections* Arnold Air Force Base, Tennessee Bedford County, Virginia Bolling Air Force Base, Virginia Camp Lejeune, North Carolina Cape Canaveral Air Force Station, Florida* Charles County, MD * City of Atlanta Dept of Aviation, Georgia City of Atlanta Watershed, Georgia City of Dunlap, Tennessee Columbus Air Force Base, Mississippi Corrections Corporation of America, various* Eglin Air Force Base, Florida Fairfax County, Virginia * Fairfax County Public Schools, Virginia * Federal Law Enforcement Training Centers, Georgia and South Carolina* FBI Academy, Virginia* Fort Eustis, Virginia Georgia Building Authority Georgia Dept of Corrections Hickman County, Tennessee Keesler Air Force Base, Mississippi Maxwell Air Force Base, Alabama* National Institutes of Health, North Carolina* Naval Amphibious Base, Little Creek, Virginia * New College of Florida North Carolina A&T University North Carolina Dept of Corrections Old Dominion University, Virginia * Spalding County, Georgia* Stafford County, Virginia* Tyndall Air Force Base, Florida University of Mary Washington, Virginia U.S. General Service Administration, Georgia U.S. Navy Key West, Florida Virginia Beach City Public Schools* Virginia Department of General Services, Pocahontas Building 	<ul style="list-style-type: none"> Allegheny County, Pennsylvania* Berks County, Pennsylvania* Chicago Public Building Commission, Illinois City of Anchorage (recent selection) City of Colton, California City of Commerce, Texas City of Tucson, AZ City of Philadelphia, Pennsylvania City of Waterbury, Connecticut* Cochise County, California* Cook County, Illinois* Elkhart County, Indiana Gaines County, Texas* Lehigh County, Pennsylvania Los Angeles County, California* Metropolitan Water Reclamation District, Chicago, Illinois* Missouri City, Texas Montgomery County, Maryland Niagara Frontier Transportation Authority, New York* Richard J. Daley Center, Illinois Sunland Park, New Mexico Town of Southington, Connecticut Town of Belmont, Massachusetts Town of Berlin, Connecticut Town of Westport, Connecticut Washoe County, Nevada Westmoreland County, Pennsylvania Yoakum County, Texas Miami Dade County, Florida in partnership with Smart City Capital

*These customers have contracted with NORESKO for multiple phases of work.

Firm Qualifications & Experience



City of Atlanta, Georgia

Project Name	City of Atlanta, Department of Watershed Management
Locations	Atlanta, Georgia
Key Dates	12/2017 - 05/2021
Scope of Work	<p>NORESCO performed an audit, developed improvements, performed design engineering, managed construction, and performs measurement and verification for this large scale project that involved two main improvements:</p> <ul style="list-style-type: none"> • Biosolids beneficial reuse • Ultraviolet disinfection system replacement • The biosolids plant that NORESKO built at the R.M. Clayton Wastewater Treatment Center converts solid waste into organic fertilizer products using a process that: <ul style="list-style-type: none"> • Reduces truck traffic by 65% and emissions by 194 tons of carbon dioxide equivalent each year • Eliminates sludge incineration reducing harmful emissions by 10,318 tons of carbon dioxide equivalent annually • Returns an additional 15 million gallons of clean water to the Chattahoochee River each year • Provides the City with a product suitable for beneficial reuse by farmers as a soil and fertilizer supplement
Client's Name, Address, Telephone Number, and Email Address	<p>Rob Bocarro, Deputy Commissioner City of Atlanta Department of Watershed Management Office of Engineering Services 72 Marietta Street, Atlanta, GA 30303 Phone: 404-546-3229 rbocarro@atlantaga.gov</p> <p>Nolton Johnson, Engineering Manager (Retired) City of Atlanta Department of Watershed Management Phone: 678-431-2931 Noltonj@bellsouth.net</p>



Spalding County, Georgia

Project Name	Spalding County
Locations	Griffin, Georgia
Key Dates	<p>Phase 1 audit August 2019 to January 2020</p> <p>Phase 1 construction May 2020 to April 2021</p> <p>Construction was completed on schedule despite the onset of the global COVID pandemic.</p> <p>Phase 2 audit June 2021 to September 2021</p> <p>Phase 2 construction TBD</p>
Scope of Work	<p>NORESCO provided project development, engineering, commissioning, construction management, and measurement and verification services for the Phase 1 project, which involved:</p> <ul style="list-style-type: none"> ▪ Lighting modernization ▪ Water conservation ▪ HVAC improvements ▪ Roof renovation ▪ Weatherization <p>Phase 2 is expected to involve:</p> <ul style="list-style-type: none"> ▪ Plumbing improvements ▪ HVAC improvements ▪ Operation and maintenance contracting
Client's Name, Address, Telephone Number, and Email Address	<p>Michelle Irizarry, Interim County Manager</p> <p>PO Box 1087</p> <p>Griffin, GA 30224</p> <p>Phone: 770-467-4242</p> <p>mirizarry@spaldingcounty.com</p>



Charles County, Maryland

Project Name	Charles County
Locations	La Plata, Maryland
Key Dates	<p>Phase 1 Audit: 01/2019-03/2020.</p> <p>Phase 1 Construction: 07/2020-09/2021</p> <p>Phase 2 Audit: Conceptual Design 01/2021 to 09/2021.</p> <p>Phase 2 Construction: TBD</p>
Scope of Work	<p>NORESCO performed or will perform project development, engineering, construction management, commissioning, and measurement and verification. Phase 1 ECMs included:</p> <ul style="list-style-type: none"> • Interior and exterior LED lighting • Water conservation, including high-efficiency water fixtures, ice machines, and an ozone laundry system • HVAC controls replacement, retro-commissioning, optimization, and thermostat upgrades <p>Phase 2 involves conceptual design of five ECMs to improve the County's water and wastewater systems, including:</p> <ul style="list-style-type: none"> • Ultraviolet (UV) disinfection • Biosolids improvements • Separate filtration for Covanta and Panda power plants • Reclaimed water elevated storage • Relocation of field operations
Client's Name, Address, Telephone Number, and Email Address	<p>John Stevens Chief of Capital Services Division Charles County Department of Public Works 1001 Radio Station Road La Plata, MD 20646 Phone: 301-396-5847 stevensj@charlescountymd.gov</p>



Organizational Profile and Project Team Qualifications

SECTION 4.2.4



Organizational Profile and Project Team Qualifications



4.2.4

This section shall include a detailed profile of the organization and identify the project team. Providing this information on an organizational chart is recommended. This section shall also include resumes and credentials of the project team. Lastly include details of how each project team member will contribute to the project, in what capacity, and the level of involvement and their expertise. Provide a comprehensive summary of the experience and qualifications of the individual(s) who will be selected to serve as the project manager(s) and/or team members for the City.

Perhaps the greatest strength that NORESKO brings to your EPC project is our people, their experience, and our regional and national capabilities.

We ensure the success of our projects by attracting and retaining the top talent in the industry and have available for this project a solid multidisciplinary team of seasoned mechanical and electrical engineering professionals. Many of the members of this team have more than 15 years of individual experience, multiple years of employment with NORESKO, and have worked together on countless turnkey energy projects.

NORESCO employs nearly 500 professionals dedicated to energy savings projects, including approximately 130 project developers and engineers, 150 construction management and commissioning agents, and 60 operations and maintenance technicians. Among them are 68 registered Professional Engineers. Projects are developed, engineered, managed and monitored for performance by multi-disciplinary teams of in-house personnel. We typically subcontract with qualified local mechanical, electrical and other tradespersons for the installation of the equipment and systems specified in our projects. NORESKO project managers directly supervise these subcontractors,

and we employ OSHA-certified safety trainers who work directly with our project managers to prepare a site-specific safety and health plan for every project. Our safety personnel also conduct both scheduled and unscheduled project site inspections to ensure strict adherence to safety requirements. NORESKO is dedicated to promoting safe work environments as evidenced by our 0.55 EMR rating and over 13 years without an OSHA incident.

The project team described later in this proposal has been selected to ensure that we can accommodate the full workload associated with this project, assuring timely completion of all tasks. A specialist in each specific field will manage every aspect of the program. While not all members of the project team will be required for each project component, they will be called upon as needed at various times during project development and implementation. Additionally, other individuals with specific expertise throughout our organization can be leveraged, if necessary, to guarantee success. As the largest product-independent ESCO in the United States, our ability to apply

additional resources as necessary to maintain individual or multiple project schedules is critically important and a vital dimension of the value that we can provide to your program.

“Besides satisfaction with the structure and scope of the solution, Spalding County is also exceptionally pleased with the project implementation. The contract was approved in 2020 just as the COVID pandemic was hitting the country. The NORESKO team worked with county staff, and we were able to proceed with the project implementation and safely meet the original implementation timeline during unprecedented conditions. The collaboration, quality of work, and end results have exceeded our expectations. Experiencing energy unit savings on our utility bill is good news we can share with our citizens, and NORESKO has helped us get the word out in our community.”

William P. Wilson, JR., CCO

Spalding County Manager

Organizational Profile and Project Team Qualifications

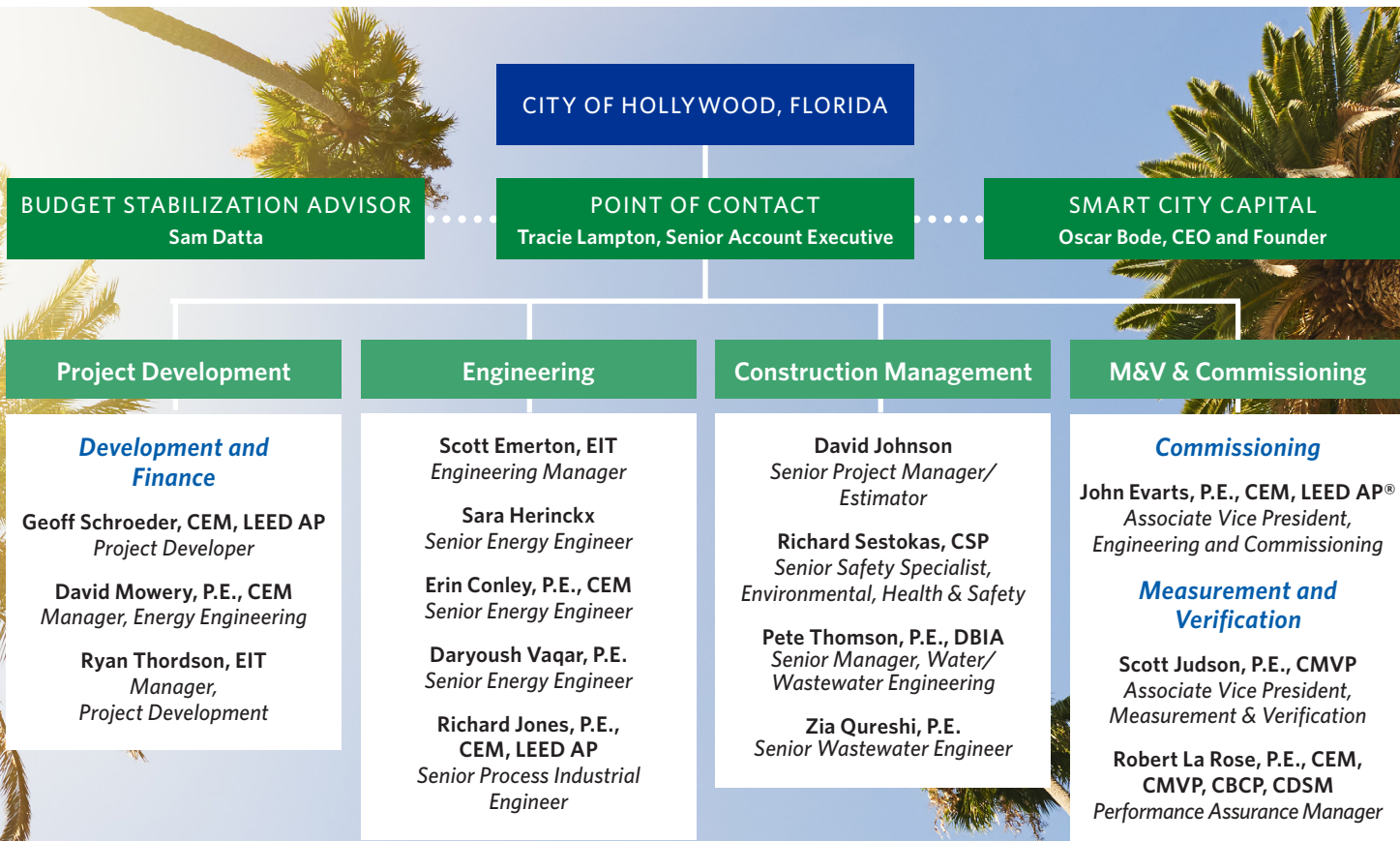


The quality and quantity of our personnel is also essential to our ongoing dedication to a closed loop project management approach where the same engineers who conduct the energy audit will participate in project design, create the bid specifications, assist with the construction management, and consult on project operations. This allows for a smooth transition from the development stage through the operations stage, and provides engineering continuity throughout the entire project. We also believe in enhancing our project team by using the most qualified and reliable local equipment vendors and contractors. The experience of these subcontractors complements NORESKO's in-house resources and will help ensure a smooth implementation and efficient project start-up.

An organizational chart and summary of qualifications of the City of Hollywood project team are provided in the following pages. Detailed resumes are provided in the Appendices section.



NORESCO Team Organization



Project Team

Our City of Hollywood project team includes the following NORESKO staff. Additional team members or substitutions may be required depending on the final project scope and services. NORESKO will assign additional resources as need to provide the final required scope of service. In the event of team member being added or replaced, NORESKO will communicate this change to the City and provide updated resumes and qualifications for review.

Organizational Profile and Project Team Qualifications

Point of Contact



Tracie Lampton
Senior Account Executive

Ms. Lampton will be the City's main point of contact. She will work to understand and address specific objectives of the City, identify advantageous financing opportunities, and present an implementation strategy consistent with the City's long-term goals. Ms. Lampton has more than 25 years' experience in the energy services industry. Her projects for previous employers have included Broward County, FL; Broward County Schools, FL; City of Oakland Park, FL; Cullman County Schools, AL; Florida Department of Corrections; South Florida Water Management District; Laurel City Schools, MS; Miami Dade County, FL; North Carolina Central University; Alabama Department of Agriculture; and North Georgia Mountain Authority.

Project Development



Geoff Schroeder, CEM,
LEED AP®
Senior Project Developer

Mr. Schroeder has more than 15 years of experience in energy services, including seven with NORESO. During the development phase, Mr. Schroeder has primary responsibility. He is responsible for developing the project, coordinating the team members, communicating progress to City stakeholders, and building the financial models for the project. The Project Developer will ensure smooth transitions between the proposal, audit, and implementation phases. His NORESO projects include Hickman County, Tennessee; Virginia Beach City Public Schools, Virginia; Cumberland County Schools, North Carolina; Maryland Motor Vehicle Administration; and Spring Grove Hospital Center, Maryland.



David Mowery, P.E., CEM
National Manager of Energy Engineering

Mr. Mowery has 27 years of energy engineering experience, 23 of those during his NORESO tenure. Mr. Mowery supports energy engineering functions across all non-federal projects, focusing on technical development strategy, reviewing overall savings figures, and reviewing technical scopes for energy services agreements. He supervises a team of energy engineers who conduct energy audits and field investigations to evaluate potential energy conservation measures and assemble comprehensive, financially attractive projects for our clients. Mr. Mowery has expertise in project engineering, having evaluated energy conservation opportunities for numerous educational, commercial, correctional, industrial, institutional, and government customers. He is also licensed professional engineer in Florida, Alabama, Arkansas, District of Columbia, Delaware, Georgia, Louisiana, Maryland, Mississippi, New Jersey, New York, North Carolina, South Carolina, Tennessee, and Virginia.



Ryan Thordson, EIT
National Manager of Project Development

Mr. Thordson has more than 18 years of management and performance contracting experience. At NORESO, he is responsible for project development of all energy services (ES) projects, managing the regional managers of development and engineering (MDEs) as direct reports and managing the assignment of project development resources on all ES projects. He also manages the development and implementation of MDE and project development training and support and is responsible for the timely delivery of winning proposals and developing projects while contributing to both establishing positive customer relationships and closing orders.



Oscar Bode
CEO and Founder, Smart City Capital, LLC (SCC)

Mr. Bode will lead the team that will help develop the smart city program for the City. Mr. Bode has more than 24 years of experience in the industry. He established SCC, which provides outcomes-based Smart City and "internet of things" (IOT) solutions that can enable both short term and long term outcome based models, reducing the risk and funding requirement up to 100 percent.



Sam Datta
Budget Stabilization Advisor

Mr. Datta's expert ability to drive cost down and improve revenue span a 25-year career with Fortune 100 companies and small- to mid-sized companies whose yearly revenue range from \$10m to \$20 billion. Cumulatively, Mr. Datta has delivered over \$2 billion in cost reduction through various initiatives. He managed over 15 acquisitions, quadrupled companies' revenue through globalization and doubled EBITDA in three years.

Organizational Profile and Project Team Qualifications

Engineering



**Scott Emerton, EIT
Engineering Manager**

Mr. Emerton will manage engineers and detailed energy audits with an emphasis on lighting and water systems. He has more than 20 years of experience with project management and energy engineering analysis. His areas of expertise include developing and designing lighting and water efficiency solutions for energy savings performance contracts. A small sample of his projects include University of Mary Washington; University of Maryland, Baltimore County; and the Virginia public school systems of Bedford County, Chesterfield County, Fairfax County, Stafford County, and Virginia Beach City.



**Sara Herinckx
Senior Energy Engineer**

Ms. Herinckx will be responsible for research, design, field installation, and testing of cost-effective lighting and water conservation measures and various energy saving and capital improvements. She is an experienced lighting engineer with a background in energy efficiency, demand-side management, commercial lighting, and custom savings projects. She has extensive knowledge regarding LED lighting systems. Ms. Herinckx NORESKO projects include: City of Atlanta Department of Aviation, Virginia Beach City Public Schools, Spalding County Georgia, Maryland Motor Vehicle Administration, and School District of Philadelphia.



**Erin Conley, P.E., CEM
Senior Energy Engineer**

Mr. Conley will serve as the engineering team leader, working closely with the Project Developer to develop the project and its economics. The engineering team leader will be responsible for identifying potential improvements, analyzing the savings potential, and developing the scope of work. He has more than 20 years of energy-related experience including performance contracting projects for Spalding County Georgia, City of Philadelphia, Georgia Department of Corrections, Virginia Beach City Public Schools, and City of Atlanta Department of Aviation.



**Daryoush Vaqar, P.E.
Senior Energy Engineer**

Mr. Vaqar will be responsible for surveying facilities; performing energy measurements and audits; collecting and analyzing data using building simulation models; calculating energy and cost savings; and developing ECMs consistent with the City's goals. He has 15 years of experience in engineering and HVAC design and development. He is a registered Professional Engineer in Georgia. He earned a Bachelor of Science degree in mechanical engineering and an MBA. Prior to joining NORESKO in 2010, he was a mechanical engineer for Rosser International. He has worked on NORESKO projects for Cook County Provident, IL; Federal Correctional Institution Danbury, CT; Federal Correctional Institution Taft, CA; Fort Jackson Army Base, SC; Georgia Department of Corrections; U.S. Fleet Activities Yokosuka, Japan; U.S. Military Academy at West Point, NY; Veterans Integrated Service Network (VISN) 11, MI; and VISN 15, KS.



**Richard Jones, P.E.,
CEM, LEED AP
Sr Process Industrial Engineer**

Mr. Jones resides in Florida and has over 25 years of industry experience. Mr. Jones responsibilities include conducting energy audits, site investigations, energy savings and cost estimates for federal customers seeking improvements to their industrial and manufacturing processes during preliminary assessments and investment grade audits and feasibility studies.

Construction



**David Johnson
Senior Project Manager**

Mr. Johnson resides in Florida and will be responsible local presence during construction and for preparing scopes of work and solicitations required to procure goods and subcontracted services; preparing site-specific implementation plans that include a construction schedule, quality control plan, and site safety plan; conducting the construction kickoff meetings and progress meetings; overseeing subcontractors; developing and managing punch list items for installation of energy conservation measures; collaborating with the commissioning agent to coordinate commissioning of installed equipment; conducting on-site safety inspections; and preparing daily construction reports and monitoring status to ensure NORESKO meets all contractual requirements. He has more than 25 years of experience in the mechanical construction field and 20 years of experience in outside sales and project management. Mr. Johnson's NORESKO projects include: City of Atlanta Department of Watershed Management, County of Berks Pennsylvania, and Carlisle Barracks Pennsylvania.

Organizational Profile and Project Team Qualifications



Construction (Continued)



**Pete Thomson, P.E.,
DBIA
Senior Manager, Water /
Wastewater Engineering**

Mr. Thomson 30 years of experience in water/WWTP consulting, engineering, and business development, and 15 years in performance contracting. He leads NORESKO's internal team of engineers responsible for water and wastewater focused efficiency projects. He is responsible for developing and designing improvements to efficiency, operability, and permit compliance. Pete was the lead design and implementation engineer for NORESKO's \$78 million project with the City of Atlanta Department of Watershed Management (currently in construction) and with the Great Lakes Water Authority (currently in IGA).



**Zia Qureshi, P.E.
Senior Water / Wastewater
Engineer**

Mr. Qureshi has 52 years of experience in energy solutions, efficiency and performance enhancements, water and wastewater process optimization solutions, environmental consulting, and management. His expertise includes developing wastewater plant optimization and operations efficiency solutions, design, evaluation of treatment processes, strategic planning, and economic projects for capital investments. Mr. Qureshi is an expert in developing projects that use alternative delivery procurement strategies, such as, but not limited to, progressive design build, and EPCM (engineer, procure, construct, manage). His career has been focused in water/wastewater within the government and private sectors.

Measurement and Verification



**Scott Judson, P.E.,
CMVP
Associate Vice President,
Measurement & Verification**

Mr. Judson oversees the development, implementation and performance period administration of Measurement and Verification (M&V) plans for energy savings performance contracting projects and provides technical oversight for energy analysis of water and wastewater treatment plant projects, including the biosolids dryer and ultraviolet disinfection project for the City of Atlanta Department of Water Management and the secondary filtered effluent system upgrades at the Great Lakes Water Authority. He is responsible for a portfolio of projects totaling more than \$180 million in annual savings guarantees.



**Robert La Rose, P.E.,
CEM, CMVP, CBCP,
CDSM**

Performance Assurance Manager

Mr. La Rose directs a team of measurement and verification (M&V) specialists in the calculation, verification, and reporting of energy and cost savings associated with energy performance contracts. He is accountable for demonstrating annual guaranteed energy savings and for identifying improvement opportunities within the M&V department. His work also involves maintaining good customer relations and conducting required M&V tasks, such as site inspections and measurement witnessing.

Commissioning



**John Evarts, P.E., CEM,
LEED AP
Associate Vice President,
Engineering and Commissioning**

Mr. Evarts has been a part of the NORESKO team for 18 years and has more than 30 years of experience in engineering, construction, commissioning, facility operations, and the implementation of energy conservation projects. He is responsible for managing the NORESKO Central Plant Engineering Group as well as the Commissioning and Project Close-Out Groups which support all NORESKO projects. Mr. Evarts created NORESKO's in-house Commissioning Group; his team of highly trained personnel includes multiple professional engineers, certified energy managers, and LEED AP® professionals who test a broad array of mechanical and electrical systems such as building heating, ventilating, and air-conditioning equipment, control systems, and central utility plants to ensure that they are operating as designed.

Approach to Scope of Work

SECTION 4.2.5



4.2.5

Provide in concise narrative form, your understanding of the City's needs, goals and objectives as they relate to the project as described in the scope of services, and your overall approach to accomplishing the project. Give an overview on your proposed vision, ideas and methodology.

Describe your proposed approach to the project. As part of the project approach, the firm shall propose a scheduling methodology (timeline) for effectively managing and executing the work in the optimum time. Also provide information on your firm's current workload and how this project will fit into your workload.

Describe available facilities, technological capabilities, and other available resources you offer for the project. Provide an overview of your understanding of the City's vulnerability to the effects of climate change and sea level rise and your goal to address resiliency through projects assigned to your firm.

With a high level review of your budget and stated goals for 2022 and our brief site visit, we believe there is a significant savings opportunity for the City

As stated in our Executive Summary, we believe our expertise in evaluating strategic sourcing opportunities, Smart City initiatives, efficiency opportunities, and modernization of the City assets, will generate a high-level savings potential of over \$5M a year, with some of the savings limited to a three-year window, and other savings more ongoing for the term of a 20-year agreement. Selecting NORESO for a turnkey project will bring additional resources and expertise to the City that will provide much-needed building infrastructure upgrades. NORESO will be a truly collaborative, vendor-neutral partner to the City, helping to achieve its goals without ulterior motives (such as selling a particular brand of equipment or an unnecessary new service contract).

Understanding of the City's Needs, Goals, and Objectives

Reviewing your budget, Sustainability Action Plan and your Accomplishments 2021,

we understand the City has many initiatives they would like to accomplish including HVAC replacement, street lighting high pressure sodium vapor replacement to LED, Smart City initiatives such as WIFI expansion, AMI smart metering and EV charging stations, water and wastewater improvements, reduction of emissions, and asset modernization. We understand you changed many interior lights to T-8 and there is an opportunity to further drive savings with LED. We would like to help the City modernize their assets, reduce emissions, and will help you map out a master energy road map to help you achieve your goals. By being able to bundle and leverage savings/revenue enhancement from Smart City initiatives, strategic sourcing, energy and operational savings, the City can achieve more economies of scale and savings/revenue enhancement than trying to piecemeal projects.

Because the City is looking to maximize savings opportunities, NORESO proposes to investigate

Strategic Sourcing opportunities during the investment grade audit (IGA). Strategic sourcing is an approach to supply chain management that formalizes the way information is gathered and used so that an organization can use consolidated purchasing power to find the best possible values in the marketplace. We will draw from several budget categories in our holistic approach to savings to develop a comprehensive program if desired by the City.

Strategic Sourcing

Budget Categories

IT & Telecom

Overtime Spend Management

Facilities Spend Management

Capital Projects

Vehicle repair and maintenance
(Transportation Services)

Fleet Management

Energy Related Supplies

Energy Related Accounts Payable Recovery

NORESCO can help the City with several goals in your sustainability action plan. We will collaborate with the City to determine key goals to focus our efforts and track the success. We can help the City:

- **Reduce your energy usage to meet your 20 percent reduction 2025 goal**
- **Modernize aged infrastructure**
- **Reduce water usage**
- **Help to better detect water leaks and revenue loss by modernizing the AMI infrastructure, expand the EV charging station infrastructure, expand the City's renewable/solar energy portfolio**
- **Help the City drive additional savings through educational and behavior change programs for the staff via our Green Operations team**
- **Help the City educate homeowners to reduce their energy usage to help meet your 2.5 percent annual improvement goal**
- **Help the City achieve reduction of emissions towards your goal of 80 percent reduction by 2050**

More about our understanding of your climate change goals are at the end of this section.



City Hall Chillers

Based on the stated needs and desires of the City and information from our on-site visit, we will help you meet the goals of your sustainability action plan by evaluating the following opportunities:

1. Energy Master Plan to assess City assets and a priority driven plan with timeline to increase efficiency in city assets/facilities.
2. LED street lighting with solar wraps on poles to drive efficiency as well as smart city applications.
3. New redundant chiller to replace the old failed one for city hall – properly sized for the load and in lead/lag with existing that is oversized according to staff. Clean cooling towers. Evaluate replacement of fan coil units for a more efficient system.
4. Evaluation of air cooled and DX units in the City. Coils deteriorate over time due to ocean air.
5. Evaluation of preventive maintenance options for the staff if desired.
6. Evaluate if City is on special demand rate from FPL where you have generators.
7. Evaluation of existing solar panel system at City Hall and retrofit as needed. Staff does not believe they are in operation. Inverter not operational.
8. Interior and Exterior LED lighting upgrades.
9. Evaluate parks for further LED sport lighting improvements (dark sky compliant).
10. HVAC improvements (including potential replacement and/or refurbishment of chillers, cooling towers, boilers, rooftop units, and air-handling units).
11. HVAC controls improvements, new controls as needed, and/or retro commissioning. Staff has had good experience with existing Allerton and we will look to improve upon if needed.
12. Bipolar ionization air-cleaning technology if desired.
13. Expand EV charging stations with super-fast charging stations.
14. Strategic sourcing to drive budget savings.
15. Replacing the aged AMI/Water Meter Infrastructure.
16. Water and wastewater infrastructure and/or process improvements. This evaluation would be conducted in partnership with your engineer of record. Evaluation of local sludge processing to reduce costs of sending to the landfill.
17. Building envelope improvements.
18. Domestic water conservation (replacement and/or retrofit of existing plumbing fixtures where needed).
19. Roof replacement if needed.
20. Evaluation of further solar/renewable infrastructure to add to the City's current solar portfolio.
21. Enhanced communication and marketing about the City's sustainability and resiliency and smart city initiative.
22. High speed broadband/WIFI enhancements/smart city initiatives.
23. Energy conservation training and Green Operations team for staff engagement in driving further savings beyond infrastructure improvements.
24. Outreach and education program for community homeowners how to conduct energy audits to support sustainability efforts community wide.

Approach to Scope of Work

Once selected, we will conduct a thorough investment grade audit of the facilities the City chooses to include in the project. We will work diligently to understand the needs and concerns of the many City stakeholders and seek feedback regularly as our analysis progresses. Through the use of our EntelliChoice® software tool, the City will be able to view interactions among a variety of project financial factors and energy conservation measures (ECMs) to select the ideal project. We will also analyze Smart City options that drive further savings, enhance efficiency and improve constituent services. We will evaluate other areas of your budget for savings through strategic sourcing. This can achieve sizable savings for the City. We did a high-level evaluation of your budget and believe there is savings potential based on our expertise working with other similar municipalities. As part of project development, we will research and identify the most advantageous financing mechanisms on behalf of the City, including applicable utility rebates and grants.

Once the ideal project is designed, NORESKO will manage the City-approved subcontractors who will install the improvements. Our in-house commissioning team will ensure the equipment operates as intended before we turn over operation to City staff. We will provide thorough training regarding operation and maintenance and/or we will provide any level of operation and maintenance services that the City desires. Finally, our measurement and verification team will ensure that the installed project delivers the savings we guarantee.

NORESCO provides turnkey project services, and we expect to enlist the assistance of third parties only for project installation and potentially for training by manufacturer representatives on specialized equipment.

Proposed Approach

NORESCO's management approach is unique among energy services companies (ESCOs); we create an integrated, holistic team from the start of the proposal phase, and this same team shepherds the project through all phases from development to construction and beyond. Our team from the beginning includes NORESKO staff with expertise in business and project development, engineering, construction management, commissioning, measurement and verification (M&V), and operations and maintenance (O&M).

The City will benefit from our unique project management approach, which engages in-house representatives from all pertinent areas of expertise – design, construction, maintenance, savings verification – in the earliest development stages. Their early and continued input helps ensure constructability, seamless handoff, and sustained savings throughout the project lifecycle.

Experts from our construction group are engaged early in the project and they provide invaluable input based on their experience installing similar measures. This method ensures that our proposed measures are fully viable and facilitates a smooth transition from the audit phase to construction and beyond. Our commissioning, M&V, and O&M teams also provide direct input during the more detailed audit phase so that there are no surprises post-construction. Our approach helps our team avoid disconnects, delays and omissions in scope.

Throughout all phases of the project, the City may always contact Tracie Lampton, Senior Account Executive, with any issues. It is her responsibility to ensure that City goals and objectives for the project are met. There are additional team members who will have primary responsibility for the project as it moves from phase to phase.



“NORESCO always acts in a professional manner and shows the ability to meet performance expectations. NORESKO excels in its ability to perform work without disruption to normal building operations, and my observation is based on work done in more than 60 of our County buildings. ”

Brad Melton, P.E., CEM

Assistant Director Projects,
Engineering and Energy Facilities
Management Department
Fairfax County, Virginia



City Hall Solar Panels

Tracie Lampton will be nearby and ready to assist with any questions or concerns – both now and long after construction is complete.

“Because of the success of the Charles County Facilities Energy Performance Contract, we have embarked on a second task order to investigate our wastewater facilities. NORESO has been a great partner with sound ideas and viable solutions to assist us in meeting our energy goals.”

William Shreve

Director, Public Works
Charles County, Maryland



Scheduling Methodology

NORESCO and its subcontractors carefully schedule and track the performance of projects so that timely purchase and delivery of material and equipment is ensured, and adequate manpower and resources are available. Software for project scheduling includes Microsoft Project and Primavera Expedition, as well as self-developed databases and spreadsheets. All project-related documentation and correspondence is maintained and organized in a standardized fashion within a “job folder” housed on our network. Our project managers will rely on our real-time project cost management database to ensure the project remains on-time and on-budget.

Key milestones, such as obtaining permits and host facility approvals, are given equal weight to the more labor-intensive tasks, since they can impact the overall project duration. Scheduling and frequent auditing for compliance with the anticipated project construction plan is a major focus of our construction management staff. Deviations from the schedule are quickly detected and swift corrective action taken as necessary to restore the schedule. The careful attention to scheduling allows us to anticipate delays and develop work-around plans to minimize delays. The project scheduling documentation is readily available to the City for auditing, review, and comment as frequently as necessary for your comfort.

Along with general project scheduling, NORESO and its subcontractors use this process to generate schedules for several aspects of our projects, including:

- **Projected drawings**
- **Manpower utilization**
- **“Value earned” profiles for establishment of percent completion payments**
- **Purchasing**
- **Design**
- **Submittal/approval**
- **Testing, balancing, and commissioning**
- **Maintenance**

The sequence and timing of subcontractor efforts is carefully tracked, especially when there is interdependence between trades. The construction site manager or his assignee will keep daily logs of personnel on-site, changes or directions issued, and construction activity completed. NORESO knows from experience how critical timing is to the successful completion of an EPC. Our construction management process, therefore, incorporates careful tracking of the following time-related elements:

- **Subcontractor pre-qualification process is completed prior to final design to allow them maximum input into the design and construction process and fully integrate their skills and experience with the other team members early on.**
- **Sequence and timing of subcontractor efforts are carefully tracked, especially when there is interdependence between trades.**
- **A flowchart is developed early on, defining the relationships between the parties and identifying roles and responsibilities, communication channels, and sign-off or quality control authority of each team member.**
- **Regular progress meetings are convened, both within the NORESO team and with the facility, in order to keep all interested parties informed of critical dates.**
- **A commissioning plan is reviewed with all subcontractors before construction is underway so that they know what will be required of them regarding start-up, performance testing, training, and documentation. Commissioning can then proceed smoothly and in parallel with construction activities, without causing delays.**

Approach to Scope of Work

Current Workload

As one of the largest energy services companies in the United States, NORESKO has the resources necessary to support multiple concurrent project schedules. NORESKO employs nearly 500 professionals dedicated to energy savings projects, including approximately 130 project developers and engineers, 150 construction management and commissioning agents, and 60 operations and maintenance technicians. Among them are 68 registered Professional Engineers.

Under the current NORESKO workload and resource assignments, we see no challenges in providing all necessary technical and management support for the City of Hollywood, FL Energy Performance Contract. The project staff presented in **section 4.2.4** of this proposal are available or will be available to support all phases of the energy performance contract project as defined. No additional staffing or resources would be required to be added to the NORESKO team at this point to support the entire project from initial energy audits through construction, commissioning and measurement and verification phase.

We ensure the success of our projects by attracting and retaining the top talent in the industry. We have a solid multidisciplinary team of seasoned engineering professionals, energy engineers and sustainability specialist available to support this project. Among these personnel are:

- **Energy Engineers** who perform the site investigations, identify energy conservation opportunities, calculate energy savings potential and develop scope of work
- **Project Developers** who guide the investment grade audit process and craft the project financial models
- **Sales and Marketing Professionals** who manage customer relationships and produce reports and proposals
- **Construction Specialists, including two full-time safety managers**, who manage all aspects of the construction process
- **Operations and Maintenance Technicians** who provide on-site support for mechanical and electrical systems throughout the performance phase of the project
- **Measurement and Verification Specialists** who perform annual reconciliations to confirm that the guaranteed savings have been realized
- **Other Support Staff** who ensure that projects run smoothly

“It was the ability of NORESKO’s team to meet the challenges that sets NORESKO apart from others with whom we have worked. Communication is a cornerstone of the partnership with NORESKO. They have kept a consistent and committed team, even after the Implementation Phase. We consider them our partner with a common goal for the next 13 years.”

Nathan Klien

Energy Project Manager,
Architectural & Engineering Services
Georgia Department of Corrections





Manuals will include the following additional items:

- Drawings and diagrams
- Manufacturer product specification sheets
- Manufacturer service manuals
- Sequence of operations documentation
- Parts lists
- Safety procedures
- Warranty information

Available Resources

NORESCO offers additional resources to further support the City's EPC project. We will utilize accountants as well as engineers to discover all savings and revenue enhancement budget opportunities.

Training

Unlike some energy service providers that push maintenance services with their performance contract, NORESO does not require a maintenance contract in order to enter into an EPC contract nor do we try to bundle service contracts for equipment into our projects. If the City has preferred third-party maintenance contractors, we are pleased to work with them. City staff told us that they have two maintenance personnel and do most of the maintenance in-house. We can evaluate preventive maintenance contracts if the City desires and if we find savings to fund a contract. We just need to ensure that proper maintenance is being performed, so it is at the City's discretion which works best for you. It is beneficial to both parties to have properly trained facilities staff to ensure that the equipment we install continues to deliver the maximum energy and cost savings and comfort throughout the life of the contract. Our aim is to meet the unique needs of the customer, and not all customers need a long-term, comprehensive service contract (though we are able and pleased to provide any level of service desired). As part of this project, we can provide facility management software so that the City can better track the maintenance they are already performing.

We will develop a customized training program for the City that will enhance the skill sets of the operators as well as ensure the proper operation and maintenance of the building systems in a cost-effective manner. As installations are completed, we will include City maintenance staff in the commissioning activities to take advantage of their valuable first-hand troubleshooting experience. We will also provide on-site formal training and operation and maintenance manuals for appropriate staff. NORESO personnel will provide the instruction but may also involve manufacturer's representatives when appropriate.

NORESCO employs electrical and mechanical engineers as well as professional educators with extensive experience in this kind of training. Multiple opportunities for training will occur throughout the installation and commissioning phases. If desired, we will record video of the training session(s) and provide it to City staff for future reference and/or training of new employees. Though NORESO does not require a maintenance contract, we are capable of providing any level of maintenance service the City desires, and we can provide ongoing refresher training.

Comprehensive Operation Manuals

Our construction project manager and O&M manager will work jointly to develop comprehensive operating manuals that explain the operation of each piece of equipment we install. The manuals will contain step-by-step instructions for operating systems and individual components, detailing the location of the items and their functions, characteristics, and component relationships.

The manuals will clearly prescribe the manufacturer's recommended schedule for preventive maintenance, seasonal maintenance requirements, and expected frequencies of maintenance. Emergency repair procedures will also be explained.

Approach to Scope of Work

Behavioral Modification Program

An offering unique to NORESKO that may be of interest to the City is our highly customized behavior change program developed by Dr. Scott Finlinson, a NORESKO employee with a PhD in organizational psychology. Our science-based, proven-effective, proprietary program known as Energy Conservation Through Behavior Change® intertwines the energy efficiency project with the passion, knowledge, and expertise of NORESKO personnel to enhance sustainability by engaging the customer's staff.

Through a variety of strategies, the program leverages the energy project so that behavior change becomes an integral component, expanding the energy and cost savings possible. NORESKO is able to guarantee savings that result from behavior change, and we are happy to work with the City to develop a measurement and verification plan that is acceptable to all parties. Other benefits (enhanced sustainability, improved public image) are a bonus for the customer and the community to enjoy.

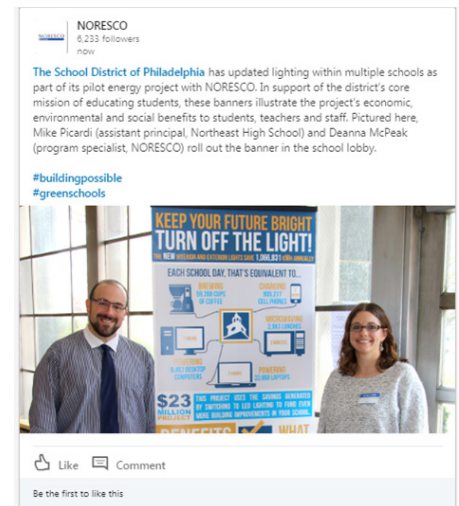
Enhanced Communication and Marketing

NORESCO proposes to design and implement an enhanced communication and marketing program to effectively leverage your EPC and sustainability initiatives. The City's EPC project presents opportunities to generate utility cost and greenhouse gas reductions while cultivating a positive image and increased pride in your community. This program will promote your organization's commitment to operational effectiveness and sustainability while gaining recognition for your efforts.

NORESCO's experienced Green Operations (GO) team will coordinate with your internal communications office to integrate the sustainability and energy conservation messaging into a unified and familiar brand. We will work with your organization to develop a positive, authentic, and interesting message to be reviewed and potentially published by a variety of media and organizations.

Where applicable, signage and other informative media will be installed to explain the environmental, financial, and social benefits of each installed energy conservation measure. This ensures that anyone passing through the area can learn about the purpose and function of the project. Using a variety of communication tools will help generate buy-in and enthusiasm for the project, so that the City and the larger community will understand why the changes are taking place and how they will benefit the community.

The GO team will identify appropriate conferences, seminars, and events for your organization to showcase its efforts and accomplishments. Collaborating with your organization, NORESKO will coordinate the submission to such events by creating abstracts, developing necessary graphics and presentations, and ensure your materials meets qualifications and deadlines for the submission process. We will also assist with the submission of awards, publications, website content and social media postings under the banner of the City as requested.



Featured on LinkedIn, Mike Picardi (Assistant Principal, The School District of Philadelphia) and Deanna McPeak (Program Specialist, NORESKO) roll out project banners in the schools.



NORESCO and Allegheny County information booth at the Allegheny County Green & Innovation Festival.

Actions to reduce GHG emissions:

- 1 - Include sustainability criteria in all City plans and guidelines
- 8 - Improve energy efficiency at City properties
- 9 - Adopt green procurement policies.
- 12 - Increase the renewable energy generated and used by the City.
- 14 - Retrofit street lights to LED.
- 21 - Track community scale greenhouse gas emissions and set reduction targets.
- 35 - Create zoning regulations to encourage multi-modal transit.
- 37 - Enhance green building program.
- 46 - Mitigate Urban Heat Island.
- 56 - Develop energy efficiency programs.
- 59 - Increase renewable energy generation city wide.
- 65 - Decrease emissions related to solid waste.
- 72 - Reduce air pollution related to vehicles.
- 75 - Increase air quality by planting trees.
- 86 - Increase the transit options available in the City.
- 87 - Increase ridership on existing transit system.
- 88 - Improve the City's bike infrastructure.
- 90 - Enhance walkability in the City.
- 91 - Create parking policies that will decrease vehicle miles traveled and congestion related to parking.
- 93 - Increase the number of vehicles which are fuel efficient or use alternative fuels.

Climate Change

We understand the challenges of climate change on our South Florida community. Tracie Lampton has attended almost every Southeast Regional Climate Change Compact conference since its inception. We understand the City has challenges with tidal flooding and is faced with the same challenges of sea level rise as other South Florida cities and counties. We applaud the City's dedication to reducing carbon emissions and commitment to your sustainability action plan and your vision to be a model of sustainability. We have reviewed your Sustainability Action Plan. We understand your short term 2025 goals to reduce GHG emissions two percent a year, as well as your long-term 2050 goal of reducing GHG emissions by 80 percent.

Part of our program will aim at addressing as many of these actions as possible in our project. We will also help the city if desired develop a program for the community residents to educate them how they can reduce emissions and improve energy efficiency in their homes.

A key part of meeting your goals is to track and measure the reduction which is our expertise, and we can help the City in that effort if needed. We applaud the City taking a leadership role and have a vision of being a model city for Florida and beyond. We aim to help you become the model city for sustainability by helping uncover every savings opportunity, bring proven technology and services to the City as well as innovation where applicable that we would stand behind and guarantee. An energy performance contract is a long-term partnership between the energy services partner and the client. NORESKO's projects typically represent decades-long commitments, include ongoing measurement and verification of savings, and often include operations and maintenance support services. As a result, we are accustomed to developing projects that are focused not only on near-term results, but on enduring performance. NORESKO understands how to work with customers to implement expansive integrated energy and water use efficiency and emissions reduction projects in harmony with existing facility goals and master planning including the City's Sustainable Action Plan. If desired by the City, we can work with your team to develop a comprehensive Energy Master Strategic Plan to complement your existing Sustainability Action Plan for the City using the following key steps:

1. Scoping Audit and Needs Assessment: An audit, whether it is performed for two buildings or a hundred, must be done in the context of a strategic plan for the entire portfolio. We will prioritize infrastructure elements and associated issues to be investigated so that time is spent on the most important facility needs. Any recommended measures must be compatible with the City's overall vision and master plan. The following list illustrates some of the topics to be reviewed when developing the plan:

- **Primary equipment condition and capacity**
- **Distribution system capability and capacity**
- **Citywide automation system and/or telecommunications standards**
- **Plans for Citywide metering**
- **Plans for centralized monitoring and control**
- **Equipment maintainability**
- **Mission critical sub-systems reliability**
- **Indoor air quality/comfort**
- **Aging equipment and infrastructure**
- **System bottlenecks (e.g., temperature, flow, or pressure limitations)**
- **Fuel source options including renewable energy**

Approach to Scope of Work

- 2. Gather Data:** We will gather planning information through site surveys, interviews, review of existing documentation, measurements, and analysis of billing history and maintenance logs.
- 3. Assessment and Analysis:** We will prepare a list of options for proposed improvements. Some of these options may prove to be unviable either economically or technically. The point is to consider all options and quickly screen out the ones that do not make sense.
- 4. Evaluate and Rank Alternatives:** We will evaluate all alternatives based on consistency with the master plan, how well it meets property constraints, and cost effectiveness, and review all options with the City.
- 5. Document the Plan:** We will collect and summarize the results of above tasks in a manner that allows easy future updates to accommodate changing conditions, new information, new utility data, and changes to the master plan.

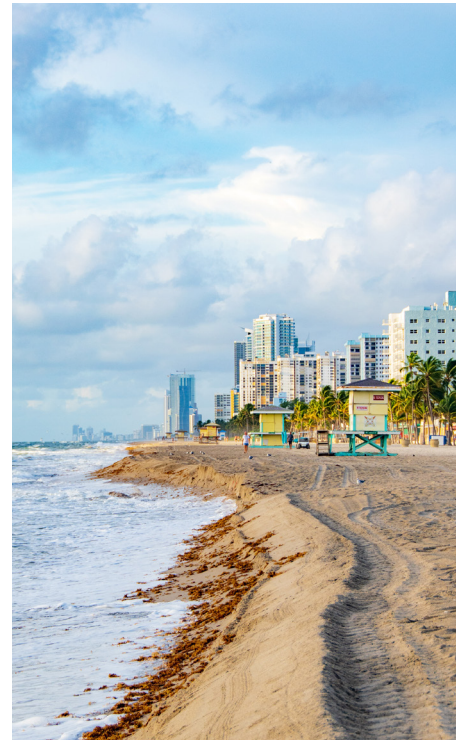
We will develop these steps in consideration of projects that have already been identified as needed or which are funded within the current budget cycle. Projects that are not anticipated to receive all funding required, and which have cost saving potential, would be likely candidates for inclusion in an EPC. Similarly, projects for which capital funds have been allocated, but which “fit” within the EPC project due to payback or technical considerations may be considered for inclusion in the EPC project; thus, freeing capital funds for other purposes.

Overall, projects that have a favorable effect on delivering the maximum high-level program benefit will be recommended for inclusion in the performance contract as guaranteed cost savings allow. We will address immediate needs and/or critical problem areas first. Examples include deferred maintenance that may be impacting building health and safety, imminent equipment failures, and conditions that are causing very high operating costs.

With these steps completed, NORESO will prepare a written report that will organize and clearly present all of the data gathered, discuss all of the alternatives considered, and make global recommendations in the form of a strategic planning document. The strategic plan will contain the following elements that will be very beneficial to the City in making facility management, budgeting, and investment decisions:

- **Site plans showing current and future energy usage patterns, equipment, and distribution systems**
- **Major equipment inventories and condition reports**
- **Capital plan for phased installation of cost-effective projects**
- **Facility standards and practices** (*engineering design standards, operational procedures, maintenance practices, facility-wide automation protocols, documentation to ensure consistency and take advantage of economy of scale across the entire campus*)
- **Breaking the building inventory down into logical groupings and staging the program in multiple project phases**

Although no one can perfectly predict the future of climate change, we can develop solutions that protect the City against the most likely eventualities. Our designs will consider cost as well as longevity of savings, reliability and maintainability of equipment recommendations, and durability of technology.





Our comprehensive, holistic approach to building improvements can also extend the life of existing systems and “future proof” against climate change. Comprehensive LED lighting upgrades, for example, will significantly reduce building cooling loads, allowing existing air-conditioning equipment to more easily maintain comfortable indoor conditions, even as outdoor temperatures increase. Improvements to the building envelope, tighter control of outdoor air ventilation, and upgrades to HVAC equipment can all help safeguard against future unpredictable changes. Where existing equipment or systems have reached the end of their expected useful life, we will develop recommendations for replacement.

Once new systems are installed, the best way to guard against future degradation of savings is to ensure that equipment is properly maintained. NORESKO has extensive experience in developing an approach to operations and maintenance (O&M) that allows long-term performance and flexible assignment of O&M responsibilities. Our projects have included everything from full long-term maintenance managed by NORESKO to customer-managed maintenance in accordance with procedures prescribed by NORESKO at project start-up. If the City chooses to continue maintaining equipment using their own staff and any existing service contractors, we will give considerable care to establishing and documenting appropriate maintenance standards and protocols, and we will provide extensive training to facility staff during closeout and commissioning. At the request of the City, we can also provide periodic “refresher” training, as well as training of newly hired staff, throughout the contract term.

Note that NORESKO does not require a maintenance contract in order to guarantee savings for the project. Ultimately, our intent is to ensure, either through verification of work performed by the City or by performing the work ourselves, or some combination thereof, that the equipment installed as a result of this project operates properly for the life of the contract; providing longevity of savings to the City.

Clinton Climate Initiative



NORESCO joined the Clinton Climate Initiative (CCI) in August 2007. CCI’s mission is to accelerate energy savings and reduction of greenhouse gas emissions in the world’s largest cities. As a participant in the C40 Large Building Retrofit Program, NORESKO provides building retrofits for city buildings and financially guarantees reductions in energy usage. NORESKO’s partnership with CCI builds on 37 years of experience providing guaranteed energy savings solutions domestically and abroad.

NORESCO’s \$5 billion in guaranteed energy savings at more than 10,000 facilities throughout the U.S. and abroad should assure the City that NORESKO is a partner with depth and breadth of experience. Our suite of services in the areas of healthy buildings, water meters, streetlighting, and community outreach, to name a few, all lend expertise where needed in furthering the execution of your strategic plans. As part of our investment grade audit we will survey the City’s facilities and look for energy-related improvements that we will present to the City. We will determine best options to and processes for reaching your energy and environmental goals.

References

SECTION 4.2.6



4.2.6

Provide at least three references, preferably government agencies, for projects with similar scope as listed in this RFQ. References should be provided on the Vendor Reference Verification Form.

Note: Do not include City of Hollywood work or staff as references to demonstrate your capabilities. The Evaluation Committee is interested in work experience and references other than the City of Hollywood.

NORESCO's core business focus has been energy efficiency since inception almost four decades ago.

NORESCO's core business focus has been energy efficiency since inception almost four decades ago. We have implemented more than \$5 billion in guaranteed energy savings projects. We have implemented more than \$540 million of municipal and county projects, \$24 million of which is in Florida and have been providing local governments with proven alternatives to traditional debt-financed infrastructure investments for more than 37 years. The pioneering firms that formed NORESKO were among the earliest to provide such solutions and have been credited with originating the performance-based energy solution concept in the United States. More than 500 customers have entrusted NORESKO to modernize their energy infrastructure through our time-tested energy performance contracts and other alternative financing methods.

From our wealth of relevant experience, we include references and project summaries for five projects that demonstrate our expertise in developing and implementing a range of comprehensive turnkey projects, including those similar to what might be encountered in the City's project.

The following references illustrate the range of project sizes and scopes our team has carried out for our customers who will attest to the fact that NORESKO is driven to satisfying all stakeholders in an energy performance contract.

City of Atlanta Department of Watershed, Georgia

Project Cost: \$78 million

Annual Cost Savings: \$5.2 million

Term: 15 years

Project Scope: Biosolids dryer; UV disinfection replacement

Spalding County, Georgia

Project Cost: \$6.4 million

Annual Cost Savings: \$342,980

Term: 15 years

Project Scope: Phase 1: Lighting modernization; water conservation; HVAC improvements; roof renovation; weatherization; Phase 2: Plumbing improvements; HVAC improvements; operation and maintenance contracting

Charles County, Maryland

Project Cost: \$5.8 million (phase 1), \$35 million (phase 2, estimated)

Annual Cost Savings: \$440,000

Contract Term: 13 years (phase 1), TBD (phase 2)

Project Scope: Phase 1: High-efficiency water fixtures; HVAC upgrades; Interior and exterior LED lighting; Phase 2: Conceptual design of five solutions to improve the County's water and wastewater systems including UV disinfection, Biosolids improvements, separate filtration, reclaimed water elevated storage, and relocation of field operations.

For more information, please refer to the Vendor Reference Verification Forms in **Section 4.2.8 Required Forms**.

Sub-Respondents

SECTION 4.2.7



4.2.7

Respondents must clearly identify any sub-respondents that may be utilized for the Work in accordance with the Contract. A Sub-respondent shall be paid through Respondent or Respondent's firm and not paid directly by the City. Sub-Respondents are allowed by the City in the performance of the services delineated within this RFQ. Respondent must clearly reflect in its Proposal the major Sub-Respondent(s) to be utilized in the performance of required services. The City retains the right to accept or reject any Sub-Respondent proposed in the response of successful Respondent(s) or prior to contract execution. Any and all liabilities regarding the use of a Sub-Respondent shall be borne solely by the successful Respondent and insurance for each Sub-Respondent must be maintained in good standing and approved by the City throughout the duration of the Contract. Neither successful Respondent nor any of its Sub-Respondents are considered to be employees or agents of the City. Failure to list all Sub-Respondents and provide the required information may disqualify any proposed Sub-Respondent from performing work under this RFQ.

With the City of Hollywood interested in upgrading their streetlights, this gives the City an excellent opportunity to incorporate and explore Smart City options such as enhancing/expanding WIFI to City constituents (something the City stated they were interested in for 2022 in your 2021 Accomplishments document); dimming the street lights for further energy savings, traffic control, better operation and maintenance diagnostics including alerts for outages, and more. We will work with the City to ascertain these opportunities if the City desires. Other Smart City options we can explore that also reaches some of your stated goals for 2022 include: EV car stations, fleet management, further enhance energy and operational savings with smart technology, modernize old water meter technology, expand broadband in underserved areas and much more. NORESKO, with our expert partner Smart City Capital (SCC), can develop the Smart City program for the City. SCC has been selected by the Florida League of Cities to help small and large cities implement Smart City initiatives. SCC has also been selected by Miami Dade County to implement a county-wide

Smart County initiative, and NORESKO is part of its core team. For Miami Dade County, we are funding over 80 percent of the Smart County initiative from savings generated.

For the energy portion of the project, NORESKO will ascertain more team members after we co-author the scope of work the City would like to implement. We will be doing a community outreach program for local businesses and contractors within the tri-county area, with an emphasis on City businesses and contractors if possible. To stimulate local economy and growth, we will support local contractor engagement for our projects as well as small business/MBE participation.

About Smart City Capital

Smart City Capital is located in Fort Lauderdale and as mentioned above has been selected by the Florida League of Cities to help develop smart city solutions and has also contracted with Miami Dade County on an almost \$1B comprehensive smart county initiative. SCC is the first truly vendor-agnostic IOT and Smart & Connected City Outcome-Based Model, globally,

enabling municipalities and overall public-sector clients to choose the best solution out of all available options, without limitations or control by any one equipment/box seller. Being vendor-agnostic allows SCC to focus on supporting the priorities and needs of a city, commission, district, or agency.

SCC delivers industry-leading, Smart City business solutions, focused on eliminating the digital divide via an effective portfolio approach, not just home passes. It combines next-generation outcome-based model, including revenue share, savings share, and structured debt via matched funding (senior and equity).

SCC is owned by Oscar Bode, who is a past global director at Cisco Systems, Inc. and worked for Cisco for 16 years. He also is a past 10-year resident of the City of Hollywood.





Table 4.2-4: Smart City Capital Experience

Project	Value	CY	Scope
Green Valley Panama	\$13M Smart City Project	2019	Turnkey, Smart City funding and integration
Miami Dade County	\$935M Broadband + Smart Solutions	2021	P3 leader award, 15-year concession
Florida League of Cities	Various Projects	2019 and Beyond	Statewide Smart City Platform
City of Buffalo	Estimated at \$505M	2022	Development phase of proposed 20-year project

Required Forms

SECTION 4.2.8



4.2.8

Required Forms (Under Section 6-Required Forms)

Vendor Reference Verification Form; Statement of Qualification Certification; Drug Free Workplace Program; Certifications Regarding Debarments, Suspensions and Other Responsibility Matters; Non-Collusion Affidavit; Sworn Statement Pursuant to Section 287.133(3)(a); Hold Harmless and Indemnity Clause; Solicitation, Giving and Acceptance of Gifts Policy;

The required forms are provided in the following pages at the end of this section.

4.3

By submitting an SOQ each firm is confirming that the firm has not been placed on the convicted vendors list as described in Section §287.133 (2) (a) Florida Statutes.

We confirm that NORES CO has not been placed on the convicted vendors list as described in Section 287.133 (2) (a) Florida Statutes. Please refer to the Statement of Qualification Certification (SOQ) at the end of this section.

4.4

Before awarding a contract, the City reserves the right to require that a firm submit such evidence of his/her/its qualifications as the City may deem necessary. Further, the City may consider any evidence of the financial, technical, and other qualifications and abilities of a firm or principals, including previous experiences of same with the City and performance evaluation for services, in making an award in the best interest of the City.

Acknowledged. We have provided detailed information on NORES CO's qualifications in section 4.2.3 Firm Qualifications and Experience and project references in section 4.2.6 References.

RFQ-4702-22-GJ Energy Performance Contracting

City of Hollywood, Florida

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ACKNOWLEDGMENT AND SIGNATURE PAGE

This form must be completed and submitted by the date and the time of bid opening.

Legal Company Name (include d/b/a if applicable): NO RESCO, LLC Federal Tax Identification Number: 90-0453168

If Corporation - Date Incorporated/Organized: 2000

State Incorporated/Organized: Delaware

Company Operating Address: 1 Research Drive, Suite 400C

City Westborough State MA Zip Code 01581

Remittance Address (if different from ordering address): Same as company operating address above

City _____ State _____ Zip Code _____

Company Contact Person: Pablo Hernandez Email Address: phernandez@noresco.com

Phone Number (include area code): (508) 614-1066 Fax Number (include area code): (508) 836-9988

Company's Internet Web Address: www.noresco.com

IT IS HEREBY CERTIFIED AND AFFIRMED THAT THE BIDDER/RESPONDENT CERTIFIES ACCEPTANCE OF THE TERMS, CONDITIONS, SPECIFICATIONS, ATTACHMENTS AND ANY ADDENDA. THE BIDDER/RESPONDENT SHALL ACCEPT ANY AWARDS MADE AS A RESULT OF THIS SOLICITATION. BIDDER/RESPONDENT FURTHER AGREES THAT PRICES QUOTED WILL REMAIN FIXED FOR THE PERIOD OF TIME STATED IN THE SOLICITATION.

Amy Miller 1/10/2022
Bidder/Respondent's Authorized Representative's Signature: Date

Type or Print Name: Amy Miller

THE EXECUTION OF THIS FORM CONSTITUTES THE UNEQUIVOCAL OFFER OF BIDDER/RESPONDENT TO BE BOUND BY THE TERMS OF ITS PROPOSAL. FAILURE TO SIGN THIS SOLICITATION WHERE INDICATED BY AN AUTHORIZED REPRESENTATIVE SHALL RENDER THE BID/PROPOSAL NON-RESPONSIVE. THE CITY MAY, HOWEVER, IN ITS SOLE DISCRETION, ACCEPT ANY BID PROPOSAL THAT INCLUDES AN EXECUTED DOCUMENT WHICH UNEQUIVOCALLY BINDS THE BIDDER/RESPONDENT TO THE TERMS OF ITS OFFER.

ANY EXCEPTION, CHANGES OR ALTERATIONS TO THE GENERAL TERMS AND CONDITIONS, HOLD HARMLESS / INDEMNITY DOCUMENT OR OTHER REQUIRED FORMS MAY RESULT IN THE BID/PROPOSAL BE DEEMED NON-RESPONSIVE AND DISQUALIFIED FROM THE AWARD PROCESS

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City of Hollywood, Florida

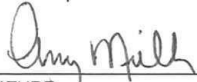
Bid RFQ-4702-22-GJ

DRUG-FREE WORKPLACE PROGRAM

IDENTICAL TIE BIDS - Preference shall be given to businesses with drug-free workplace programs. Whenever two or more bids that are equal with respect to price, quality, and service are received by the state or by any political subdivision for the procurement of commodities or contractual services, a bid received from a business that certifies that it has implemented a drug-free workplace program shall be given preference in the award process. Established procedures for processing tie bids will be followed if none of the tied vendors have a drug-free workplace program. In order to have a drug-free workplace program, a business shall:

1. Publish a statement notifying employees that the unlawful manufacture, distribution, dispensing, possession, or use of a controlled substance is prohibited in the workplace and specifying the actions that will be taken against employees for violations of such prohibition.
2. Inform employees about the dangers of drug abuse in the workplace, the business's policy of maintaining a drug-free workplace, any available drug counseling, rehabilitation, and employee assistance programs, and the penalties that may be imposed upon employees for drug abuse violations.
3. Give each employee engaged in providing the commodities or contractual services that are under bid a copy of the statement specified in subsection (1).
4. In the statement specified in subsection (1), notify the employee that, as a condition of working on the commodities or contractual services that are under bid, the employee will abide by the terms of the statement and will notify the employer of any conviction of, or plea of guilty or nolo contendere to, any violation of chapter 893 or of any controlled substance law of the United States or any state, for a violation occurring in the workplace no later than five days after such conviction.
5. Impose a sanction on, or require the satisfactory participation in a drug abuse assistance or rehabilitation program (if such is available in the employee's community) by, any employee who is so convicted.
6. Make a good faith effort to continue to maintain a drug-free workplace through implementation of these requirements.

As the person authorized to sign the statement, I certify that this firm complies fully with the above requirements.


SIGNATURE

Amy Miller
PRINTED NAME

NORESCO, LLC
NAME OF COMPANY

RFQ/RFP/ITB Number: RFQ-4702-22-GJ Title: Counsel

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City of Hollywood, Florida

Bid RFQ-4702-22-GJ

CERTIFICATIONS REGARDING DEBARMENT, SUSPENSION AND OTHER RESPONSIBILITY MATTERS

The applicant certifies that it and its principals:

- (a) Are not presently debarred, suspended, proposed for debarment, declared ineligible, sentenced to a denial of federal benefits by a state or federal court, or voluntarily excluded from covered transactions by any federal department or agency;
- (b) Have not within a three-year period preceding this application been convicted of or had a civil judgment rendered against them for commission of fraud or a criminal offense in connection with obtaining, attempting to obtain, or performing a public (federal, state, or local) transaction or contract under a public transaction, violation of federal or state antitrust statutes or commission of embezzlement, theft, forgery, bribery, falsification or destruction of records, making false statements, or receiving stolen property;
- (c) Are not presently indicted for or otherwise criminally or civilly charged by a governmental entity (federal, state, or local) with commission of any of the offenses enumerated in paragraph (b) of this certification; and
- (d) Have not within a three-year period preceding this application had one or more public transactions (federal, state, or local) terminated for cause or default.

Applicant Name and Address:

Amy Miller
1 RESEARCH DRIVE, SUITE 400C
WESTBOROUGH, MA 01581

Application Number and/or Project Name:

RFQ-4702-22-GJ ENERGY PERFORMANCE CONTRACT

Applicant IRS/Vendor Number: 90-0453168

Type/Print Name and Title of Authorized Representative:

Amy Miller - Counsel

Signature:  Date: 1/10/2022

RFQ/RFP/ITB Number: RFQ-4702-22-GJ Title: ENERGY PERFORMANCE CONTRACT

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NON-COLLUSION AFFIDAVIT

STATE OF: Massachusetts

COUNTY OF: Worcester, being first duly sworn, deposes and says that:

- (1) He/she is AUTHORIZED REPRESENTATIVE of NORESCO, LLC, the Respondent that has submitted the attached Bid.
- (2) He/she has been fully informed regarding the preparation and contents of the attached Bid and of all pertinent circumstances regarding such Bid;
- (3) Such Bid is genuine and is not a collusion or sham Bid;
- (4) Neither the said Respondent nor any of its officers, partners, owners, agents, representatives, employees or parties in interest, including this affiant has in any way colluded, conspired, connived or agreed, directly or indirectly with any other Respondent, firm or person to submit a collusive or sham Bid in connection with the contractor for which the attached Bid has been submitted or to refrain from bidding in connection with such contract, or has in any manner, directly or indirectly, sought by agreement or collusion or communication or conference with any other Respondent, firm or person to fix the price or prices, profit or cost element of the Bid price or the Bid price of any other Respondent, or to secure an advantage against the City of Hollywood or any person interested in the proposed Contract; and
- (5) The price or prices quoted in the attached Bid are fair and proper and are not tainted by any collusion, conspiracy, connivance or unlawful agreement on the part of the Respondent or any of its agents, representatives, owners, employees, or parties in interest, including this affiant.

(SIGNED) _____

Title: Counsel

Subscribed and sworn to before me this

10 day of January, 20 22

My commission expires:

RFQ/RFP/ITB Number: RFQ-4702-22-GJ Title: ENERGY PERFORMANCE CONTRACT

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SWORN STATEMENT PURSUANT TO SECTION 287.133 (3) (a) FLORIDA STATUTES ON PUBLIC ENTITY CRIMES

THIS FORM MUST BE SIGNED AND SWORN TO IN THE PRESENCE OF A NOTARY PUBLIC OR OTHER OFFICIAL AUTHORIZED TO ADMINISTER OATHS

1. This form statement is submitted to CITY OF FLORIDA
By Amy Miller - Counsel for NORESKO, LLC
(Print individual's name and title) (Print name of entity submitting sworn statement)
whose business address is 1 RESEARCH DRIVE, SUITE 400C, WESTBOROUGH, MA 01581
and if applicable its Federal Employer Identification Number (FEIN) is 90-0453168 If the entity has no FEIN, include the Social Security Number of the individual signing this sworn statement.

2. I understand that "public entity crime," as defined in paragraph 287.133(1)(g), Florida Statutes, means a violation of any state or federal law by a person with respect to and directly related to the transaction of business with any public entity or with an agency or political subdivision of any other state or with the United States, including, but not limited to, any bid, proposal, reply, or contract for goods or services, any lease for real property, or any contract for the construction or repair of a public building or public work, involving antitrust, fraud, theft, bribery, collusion, racketeering, conspiracy, or material misinterpretation.

3. I understand that "convicted" or "conviction" as defined in Paragraph 287.133(1)(b), Florida Statutes, means a finding of guilt or a conviction of a public entity crime, with or without an adjudication of guilt, in an federal or state trial court of record relating to charges brought by indictment or information after July 1, 1989, as a result of a jury verdict, nonjury trial, or entry of a plea of guilty or nolo contendere.

4. I understand that "Affiliate," as defined in paragraph 287.133(1)(a), Florida Statutes, means:

1. A predecessor or successor of a person convicted of a public entity crime, or
2. An entity under the control of any natural person who is active in the management of the entity and who has been convicted of a public entity crime. The term "affiliate" includes those officers, directors, executives, partners, shareholders, employees, members, and agents who are active in the management of an affiliate. The ownership by one person of shares constituting a controlling interest in another person, or a pooling of equipment or income among persons when not for fair market value under an arm's length agreement, shall be a prima facie case that one person controls another person. A person who knowingly enters into a joint venture with a person who has been convicted of a public entity crime in Florida during the preceding 36 months shall be considered an affiliate.

5. I understand that "person," as defined in Paragraph 287.133(1)(e), Florida Statutes, means any natural person or any entity organized under the laws of any state or of the United States with the legal power to enter into a binding contract and that bids or applies to bid on contracts let by a public entity, or that otherwise transacts or applies to transact business with a public entity. The term "person" includes those officers, executives, partners, shareholders, employees, members, and agents who are active in management of an entity.

6. Based upon information and belief, the statement that I have marked below is true in relation to the entity submitting this sworn statement. (please indicate which statement applies.)

☒ Neither the entity submitting sworn statement, nor any of its officers, director, executives, partners, shareholders, employees, members, or agents who are active in the management of the entity, nor any affiliate of the entity has been charged with and convicted of a public entity crime subsequent to July 1, 1989.

☐ The entity submitting this sworn statement, or one or more of its officers, directors, executives, partners, shareholders, employees, members, or agents who are active in the management of the entity, or an affiliate of the entity, or an affiliate of the entity has been charged with and convicted of a public entity crime subsequent to July 1, 1989..

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The entity submitting this sworn statement, or one or more of its officers, directors, executives, partners, shareholders, employees, members, or agents who are active in the management of the entity, or an affiliate of the entity has been charged with and convicted of a public entity crime, but the Final Order entered by the Hearing Officer in a subsequent proceeding before a Hearing Officer of the State of Florida, Division of Administrative Hearings, determined that it was not in the public interest to place the entity submitting this sworn statement on the convicted vendor list. (attach a copy of the Final Order).

I UNDERSTAND THAT THE SUBMISSION OF THIS FORM TO THE CONTRACTING OFFICER FOR THE PUBLIC ENTITY IDENTIFIED IN PARAGRAPH 1 ABOVE IS FOR THAT PUBLIC ENTITY ONLY AND THAT THIS FORM IS VALID THROUGH DECEMBER 31 OF THE CALENDAR YEAR IN THAT IT IS FILED. I ALSO UNDERSTAND THAT I AM REQUIRED TO INFORM THAT PUBLIC ENTITY PRIOR TO ENTERING INTO A CONTRACT IN EXCESS OF THE THRESHOLD AMOUNT PROVIDED IN SECTION 287.017 FLORIDA STATUTES FOR A CATEGORY TWO PROJECT OF ANY CHANGE IN THE INFORMATION CONTAINED ON THIS FORM.

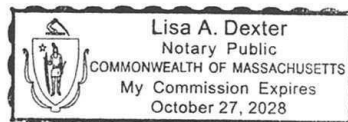
Amy Miller
(Signature)

Sworn to and subscribed before me this 10th day of January, 2022.

Personally known Amy Miller.

Or produced identification _____ Notary Public-State of Massachusetts

My commission expires October 27, 2028



Lisa A. Dexter
(Printed, typed or stamped commissioned name of notary public)

RFQ/RFP/ITB Number: RFQ-4702-22-GJ Title: ENERGY PERFORMANCE CONTRACT

RFQ-4702-22-GJ Energy Performance Contracting

City of Hollywood, Florida

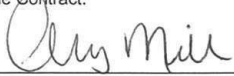
Bid RFQ-4702-22-GJ

HOLD HARMLESS AND INDEMNITY CLAUSE

NORESKO, LLC - Amy Miller

(Company Name and Authorized Representative's Name)

, the contractor, shall indemnify, defend and hold harmless the City of Hollywood, its elected and appointed officials, employees and agents for any and all suits, actions, legal or administrative proceedings, claims, damage, liabilities, interest, attorney's fees, costs of any kind whether arising prior to the start of activities or following the completion or acceptance and in any manner directly or indirectly caused, occasioned or contributed to in whole or in part by reason of any act, error or omission, fault or negligence whether active or passive by the Contractor, or anyone acting under its direction, control, or on its behalf in connection with or incident to its performance of the Contract.



SIGNATURE

Amy Miller

PRINTED NAME

NORESKO, LLC

COMPANY OF NAME

1/10/2022

DATE

Failure to sign or changes to this page shall render your bid non-responsive.

11/4/2021 2:03 PM

p. 40

Bid RFQ-4702-22-GJ

NORESCO • Section 4.2.8
Page 51

RFQ-4702-22-GJ Energy Performance Contracting



VENDOR REFERENCE VERIFICATION FORM

It is the responsibility of the contractor/vendor to provide a minimum of three (3) similar type references using this form and to provide this information with your submission. Failure to do so may result in the rejection of your submission.

City of Hollywood Solicitation No. and Title: RFQ-4702-22-GJ Energy Performance Contracting

Reference for: NORESCO

Organization/Firm Name providing reference: Charles County Government

Organization/Firm Contact Name: John Stevens Title: Chief, Capital Services

Email: StevensJ@charlescountymd.gov Phone: 301-399-5353

Name of Referenced Project: Energy Performance Contracting Contract No: RFQ 18-33

Date Services were provided: January 2019-September 2021 Cost Savings: \$5.7M with \$440,000 annual savings

Referenced Vendor's role in Project: ☒ Prime Vendor ☐ Subcontractor/ Subconsultant

Would you use the Vendor again? ☒ Yes ☐ No. Please specify in additional comments

Description of services provided by Vendor (provide additional sheet if necessary):

NORESCO provided lighting, water, and HVAC upgrades to County administrative offices, courthouses, detention centers, sheriff stations, crime lab, libraries, recreation and community centers, warehouse and storage spaces.

Please rate your experience with the Vendor	Need Improvement	Satisfactory	Excellent	Not Applicable
Vendor's Quality of Service				
a. Responsive	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
b. Accuracy	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
c. Deliverables	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Vendor's Organization:				
a. Staff expertise	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
b. Professionalism	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
c. Staff turnover	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Timeliness of:				
a. Project	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
b. Deliverables	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Additional Comments (provide additional sheet if necessary):

Staff is very professional and responsive to any requests.

****THIS SECTION FOR CITY USE ONLY****

Verified via:	Email:	<input type="checkbox"/>	Verbal:	<input type="checkbox"/>	Mail:	<input type="checkbox"/>
Verified by:	Name:				Title:	
	Department:				Date:	

RFQ-4702-22-GJ Energy Performance Contracting



VENDOR REFERENCE VERIFICATION FORM

It is the responsibility of the contractor/vendor to provide a minimum of three (3) similar type references using this form and to provide this information with your submission. Failure to do so may result in the rejection of your submission.

City of Hollywood Solicitation No. and Title: RFQ-4702-22-GJ Energy Performance Contracting

Reference for: NORESKO

Organization/Firm Name providing reference: City of Atlanta Department of Watershed Management

Organization/Firm Contact Name: Rob Bocarro Title: Deputy Commissioner

Email: rbocarro@atlanta.ga.gov Phone: 404 546-3229

Name of Referenced Project: Dept of Watershed Mgmt GESPC Contract No: FC-8047

Date Services were provided: 2017-2021 Cost Savings: \$5.2M annual savings

Referenced Vendor's role in Project: ☒ Prime Vendor ☐ Subcontractor/ Subconsultant

Would you use the Vendor again? ☒ Yes ☐ No. Please specify in additional comments

Description of services provided by Vendor (provide additional sheet if necessary):
NORESCO performed an audit, developed improvements, performed design engineering, managed construction, and performs measurement and verification for this largescale project that involved two main improvements: biosolids beneficial reuse and ultraviolet disinfection system replacement.

Please rate your experience with the Vendor	Need Improvement	Satisfactory	Excellent	Not Applicable
Vendor's Quality of Service				
a. Responsive	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. Accuracy	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. Deliverables	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Vendor's Organization:				
a. Staff expertise	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. Professionalism	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. Staff turnover	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Timeliness of:				
a. Project	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. Deliverables	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Additional Comments (provide additional sheet if necessary):

****THIS SECTION FOR CITY USE ONLY****					
Verified via:	Email:	<input type="checkbox"/>	Verbal:	<input type="checkbox"/>	Mail: <input type="checkbox"/>
Verified by:	Name:				Title:
	Department:				Date:

RFQ-4702-22-GJ Energy Performance Contracting



VENDOR REFERENCE VERIFICATION FORM

It is the responsibility of the contractor/vendor to provide a minimum of three (3) similar type references using this form and to provide this information with your submission. Failure to do so may result in the rejection of your submission.

City of Hollywood Solicitation No. and Title: RFQ-4702-22-GJ Energy Performance Contracting
Reference for: NORESKO

Organization/Firm Name providing reference: Spalding County
Organization/Firm Contact Name: Sheriff Darrell Dix Title: Sheriff
Email: ddix@spaldingcounty.com Phone: 770-467-4282
Name of Referenced Project: Spalding County Energy Services Agreement Roof Replacement at the County Jail Contract No: CW 1
Date Services were provided: 2019-2021 Cost Savings: \$342,980 annual savings
Referenced Vendor's role in Project: ☒ Prime Vendor ☐ Subcontractor/ Subconsultant
Would you use the Vendor again? ☒ Yes ☐ No. Please specify in additional comments

Description of services provided by Vendor (provide additional sheet if necessary):
NORESCO provided lighting modernization; water conservation; HVAC improvements; roof renovation; weatherization for the Phase 1 project. Phase 2 is expected to involve plumbing improvements; HVAC improvements; operations and maintenance contracting.

Please rate your experience with the Vendor	Need Improvement	Satisfactory	Excellent	Not Applicable
Vendor's Quality of Service				
a. Responsive	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. Accuracy	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. Deliverables	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Vendor's Organization:				
a. Staff expertise	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. Professionalism	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. Staff turnover	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Timeliness of:				
a. Project	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. Deliverables	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Additional Comments (provide additional sheet if necessary):

****THIS SECTION FOR CITY USE ONLY****					
Verified via:	Email:	<input type="checkbox"/>	Verbal:	<input type="checkbox"/>	Mail: <input type="checkbox"/>
Verified by:	Name:				Title:
	Department:				Date:

Appendix





**CITY OF
TUCSON**
ENVIRONMENTAL &
GENERAL SERVICES
DEPARTMENT

MEMO

March 22, 2019

To Whom it May Concern:

The City of Tucson selected NORESKO to develop, design, implement, and measure and verify a pilot Energy Savings Performance Contracting project for City Hall and two City park recreation centers. NORESKO acted professionally, was responsive, and demonstrated excellent communication skills with the City.

In response to NORESKO questions, the City provides the following:

1. **Was there continuity of our staff and subconsultants throughout the course of the project?** Yes. I worked with the same team from the Investment Grade Audit through to completion of construction. Claire Tilton, the Project Manager, managed all subconsultants and provided a consistent single point of contact throughout the project.
2. **When you called our firm's project manager, did they typically respond within two business days?** Yes. Claire responded to my requests promptly, usually on the same day. Communication was smooth and utilized several formats whether email, phone calls, or text message for matters requiring more expedient attention.
3. **Was our progress reporting satisfactory?** Yes. NORESKO (Claire) held bi-weekly meetings to discuss activities in the near future and what had been completed. A meeting agenda and an updated schedule were sent out prior to each meeting. We were always aware of the next milestones and when they would be met.
4. **Did we provide you a detailed project schedule for all project activities on at least a monthly basis?** Yes. NORESKO provided a detailed project schedule with updates on a bi-weekly basis as a part of our bi-weekly review meetings.
5. **Was our project team knowledgeable regarding building systems and energy issues?** Yes. NORESKO provided a detailed IGA with clear calculations and method of approach. During construction, all technical issues were clearly communicated and my in depth questions were readily answered.

NORESCO is a qualified Energy Services Company with the resources required to meet all City needs. The City of Tucson recommends NORESKO to any company/entity looking to implement a successful energy project.

If you have any further questions, please contact me.

Sincerely,

Reba A Schaber

Reba Schaber, PE, LEED AP BD+C
Mechanical Engineer, Facilities Reinvestment & Engineering
City of Tucson, Environmental & General Services Department
4004 S. Park Ave. Bldg #2
Tucson, AZ 85714
(520) 837-6321 (office)
(520) 396-0250 (cell)
Reba.Schaber@tucsonaz.gov

FACILITIES REINVESTMENT & ENGINEERING
P.O. BOX 27210 • TUCSON, AZ 85726-7210
www.tucsonaz.gov



GEORGIA DEPARTMENT OF CORRECTIONS

Administration Division
P.O. Box 1529
300 Patrol Road
Forsyth, Georgia 31029
478-992-6323
FAX 478-992-6324



Brian P. Kemp
Governor

Timothy C. Ward
Commissioner

To: Organizations Considering Energy Partnerships
From: Nathan Klein, Georgia Department of Corrections
Subject: Recommendation of NORESO

To Whom it May Concern:

On behalf of the Georgia Department of Corrections, I write this letter of recommendation for NORESO.

Upon completion of our first phase of work in 2017, GA DOC is seeing significant reductions in our water, electric, and gas usage. NORESO worked with GA DOC to provide approximately \$28M in infrastructure improvements at five prisons. The infrastructure enhancements included:

- Boiler and Domestic Hot Water Improvements
- Chiller Upgrades
- Energy Management Controls
- Additional HVAC Replacements
- Lighting Improvements
- Water Conservation
- Water Treatment
- Piping and Insulation Improvements

From project development through implementation, NORESO's team afforded our organization a level of professionalism that is to be commended. For a project of this magnitude, GA DOC saw very few issues during the implementation. NORESO's Corrections experience and claims were proven during the Construction phase with minimal disruption. This was very important to us and they responded.

Regarding the few issues that were identified, NORESO has continued to work with GA DOC to ensure we received a quality project that is performing to meet both facility and financial requirements.

It was the ability of NORESO's team to meet the challenges that sets NORESO apart from others with whom we have worked. Communication is a cornerstone of the partnership with NORESO. They have kept a consistent and committed team, even after the Implementation Phase. We consider them our partner with a common goal for the next 13 years and look forward to them. If you have any questions or would like further feedback please feel free to contact me.

Sincerely,

Nathan Klein

Energy Project Manager | Architectural & Engineering Service



Public Works

1522 Texas Parkway
Missouri City, Texas 77489

Phone: 281.403.8500
www.missouricitytx.gov

April 20, 2020

To Whom It May Concern:

RE: Noresco Letter of Recommendation

The City of Missouri City, Texas would like to thank Noresco for its outstanding efforts in developing and implementing a comprehensive Energy Savings Performance Contract for our facilities.

Noresco's team especially Charles Donze, Sr. Project Manager, demonstrated capabilities above and beyond the typical requirements for an energy conservation project.

Working in partnership with the City, Noresco exhibited invaluable creativity, determination, and City specific knowledge to complete a complex and challenging modernization of converting all our building interior/exterior, parking lot, recreational parks and street lights to LED technology coupled with HVAC and Control System upgrades.

A hallmark of the project, critical to the City, was that upgrades were completed in a compressed schedule with virtually no disruption to occupants/residents.

Overall, Noresco has successfully developed and implemented over \$1 million of work across our City under this program, which has been a huge success for the City.

The Noresco team has been great to work with from start to finish and has consistently stood behind its commitment.

We highly recommend Noresco to anyone looking for a reliable energy services partner with a superior level of expertise.

Respectfully,

Mark Law
Project Manager

CITY OF MISSOURI CITY



BOARD OF COMMISSIONERS

Clay Davis, CHAIRMAN
James R. Dutton, VICE CHAIRMAN
Gwen Flowers-Taylor
Rita C. Johnson
Ryan Bowlden

COUNTY MANAGER
William P. Wilson, Jr.

ASSISTANT COUNTY MANAGER
Michelle Irizarry

COUNTY ATTORNEY
James R. Fortune, Jr.

June 14, 2021

Mr. Rahn Mayo
5555 Glenridge Connector, Suite 375
Atlanta, GA 30342

Subject: Letter of Reference

Dear Rahn:

It is my pleasure to provide this letter of reference to NORESKO as a lifelong resident of Spalding County and as a public servant to our citizens.

Spalding County chose to engage NORESKO to assist the county in finding a budget-neutral solution to address a major roofing repair for the county jail. NORESKO developed a cost-effective solution for our roofing need—and went further to identify a funding source that relied on guaranteed savings. The project ultimately solved the problem at hand and included the replacement of other heating and cooling units that were at the end of their useful life. We were able to address \$4.9 million in much-needed improvements without tapping our own capital resources.

Besides satisfaction with the structure and scope of the solution, Spalding County is also exceptionally pleased with the project implementation. The contract was approved in 2020 just as the COVID pandemic was hitting the country. The NORESKO team worked with county staff, and we were able to proceed with the project implementation and safely meet the original implementation timeline during unprecedented conditions. The collaboration, quality of work, and end results have exceeded our expectations.

Experiencing energy unit savings on our utility bills is good news we can share with our citizens, and NORESKO has helped us get the word out in our community. Based on our overall experience, we have engaged NORESKO to develop additional scope for other needs in the County.

Sincerely,

A handwritten signature in blue ink, appearing to read "William P. Wilson, Jr.", written over a blue horizontal line.

William P. Wilson, JR., CCO
Spalding County Manager

P.O. BOX 1087

• GRIFFIN, GEORGIA 30224 •

TEL. 770-467-4232 •

FAX 770-467-4227

www.spaldingcounty.com

City of Birmingham



The City of Birmingham implemented a budget stabilization project in 2017-2019. The project involved analyzing the City's annual budget of approximately \$450 million including community development, finance, human resources, information management services, law, municipal court, police, public works, and planning, engineering, and permitting departments. Of the analyzed budget, \$191 million was identified in addressable spend. Of that spend, 33 different initiatives representing \$21 million of potential cost savings or 11 percent of the addressable spend was recommended.

The recommendations focused on strategic priorities of revitalizing the City's neighborhoods, making the city safer, improving education, improving transportation infrastructure, and making the City more inclusive for all.

Some of the key recommendations included:

Transferring jail operations to Jefferson County: The City has an average daily cost per inmate of \$43 which is higher than county and national averages. Transferring operations will result in operating cost savings of \$1.5-\$3 million and avoided capital expenditures of \$5.5 million.

Insurance negotiations: The City will save up to \$5.6 million through prescription drug price negotiations, claims management and other areas.

Legion Field changes: The City could explore naming rights sponsorships with local and regional businesses to generate new revenue and explore creating a quasi-government authority to oversee all operations for sporting venues like Legion Field.

Transitioning management of City-operated fitness centers to local vendors: It cost the City \$1 million in fiscal year 2017 to operate one of its three fitness centers and staffing of the fitness centers accounts for 30 percent of human resources total staff.

Optimizing garbage collection: Reducing the frequency of pickups to once per week and bi-weekly or monthly for brush service. This will reduce the strain on fleet, conserve fuel, reduce costs and ensure efficient route management.

Reducing overtime: The City spent nearly \$21 million in overtime in fiscal year 2017, which was 255 percent over budget. The City had been using overtime instead of filling vacant positions. This practice costs more than filling the position.

LOCAL OFFICE

13995 Pasteur Boulevard
Palm Beach Gardens, Florida 33418

HEADQUARTERS

1 Research Drive, Suite 400C
Westborough, MA 01581

CONTACT

1-888-NORESKO
www.noresco.com

As one of the largest U.S. energy services companies, NORESKO has more than 37 years of experience providing turnkey energy efficiency, resiliency and infrastructure solutions.



Proud
Member