Section 1: Cover Pages

1.1 Program Title
Energy, Carbon Savings, and Education for Schools, Municipalities, and Business

1.2 Program Type
Our program includes energy-efficiency project implementation, education and workforce training. It falls into the following program categories:

1. Energy audits
3. Energy efficiency related work force training and development
8. Programs to improve the electric and thermal energy efficiency of new and existing residences and commercial buildings
10. Education, outreach and information programs that promote energy efficiency, conservation, and demand response

1.3 Program Summary
LighTec, Inc. is proposing a program that works directly with New Hampshire schools, municipalities and industrial corporations to cost-effectively increase their buildings energy-efficiency; thereby, reducing greenhouse gas emissions and reducing New Hampshire’s peak electric load. It will provide students, faculty and maintenance employees education and training regarding the energy-efficiency projects taking place in their buildings. In addition, we will develop a curriculum for use in New Hampshire's technical colleges that is designed to train instructors in energy efficiency and field applications of high efficiency lighting systems with an emphasis on existing buildings.

1.4 Low Income Residential Client Qualification
Not applicable

1.5 Identification of Applicant Organization
LighTec, Inc. is a New Hampshire corporation organized under the laws of the State of New Hampshire.

Organization Information: Main Contact Information:
LighTec, Inc. Kathy Beliveau, Sales & Marketing Manager
35 Depot Street Telephone: 603-424-2165
Merrimack, NH 03054 Cell: 603-724-0151
kathyb@lightec.net

1.6 Identification of Subcontractors
LighTec, Inc. expects to use the following subcontractors in this program:

<table>
<thead>
<tr>
<th>Chamberlin Enterprises LLC</th>
<th>Obin Electric</th>
</tr>
</thead>
<tbody>
<tr>
<td>Richard Chamberlin</td>
<td>Paul Obin</td>
</tr>
</tbody>
</table>
1.7 Authorized Negotiator(s)
James M. Grady; (603) 424-2165; jimgrady@lightec.net

1.8 Projected Energy Savings
LighTec, Inc. estimates that this program will save 1,671.5 megawatt hours of electricity in the first year of its implementation. Assuming a 12 year useful life, the cumulative savings equals 20,058 megawatt hours. See Table 1: Shovel-Ready Energy-Efficient Lighting Projects, on page four for a summary of all energy savings benefits by project.

1.9 Projected Greenhouse Gas Emissions Reductions
LighTec, Inc. estimates that this program will save 824 metric tons of CO$_2$e in the first year of its implementation. Assuming a 12 year useful life, the cumulative savings equals 9,888 metric tons of CO$_2$e. See Table 1: Shovel-Ready Energy-Efficient Lighting Projects, on page four for a summary of all environmental benefits by project.

1.10 Length of Program
Our program is expected to be complete within 12 calendar months after award. The minimum time period might be 9 months with a maximum of 18 months.

1.11 Total Program Costs
The total proposed program cost is $1,501,255. See Appendix A: Budget.

1.12 GHGER Funds Requested
LighTec, Inc. is requesting $316,500 in GHGER Funds for this program. See Appendix A: Budget.
Section 2: Executive Summary
As an Energy Services Provider, LighTec, Inc.’s business is focused upon developing and installing energy-efficiency projects that are designed to pay for themselves through electricity savings. Thus, our business goals are directly in-line with the purpose of the Greenhouse Gas Emissions Reduction Fund (GHGERF) request for proposal: “to reduce emissions of greenhouse gases resulting from energy use in New Hampshire.” In our business a certain percentage of projects will not sell because the economics do not satisfy the clients’ requirements. If the project cannot be sold, the savings cannot be realized.

As part of LighTec, Inc.’s proposed program, eighteen energy efficient lighting installation projects, developed by LighTec, Inc. were identified. These eighteen projects failed to meet the internal return on investment requirements of our respective clients. Through this program, LighTec, Inc. intends to leverage GHGER funds, in conjunction with, utility rebates (where available), and client contributions to buy-down these projects to a level that will allow building administrators to invest in them, using a positive cash flow lease or revolving loan fund. These projects and their respective energy saving and greenhouse gas reduction benefits are listed in Table 1: Shovel-Ready Energy-Efficient Lighting Projects, shown below. LighTec, Inc. requested letters of commitment from each of these clients stating that they will move forward with these projects if this program is accepted and the GHGER funds are awarded. The letters received to date are included in Appendix B of this proposal.

<table>
<thead>
<tr>
<th>Project Name</th>
<th>NH Locations</th>
<th>Number of Buildings Included in Project</th>
<th>First Year Electric Cost Savings</th>
<th>Annual Energy Savings (mWh)</th>
<th>Metric Tons of CO₂ Equivalent</th>
<th>Average Monthly Demand Reduction kW</th>
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</thead>
<tbody>
<tr>
<td>Dublin Consolidated School</td>
<td>Dublin</td>
<td>1</td>
<td>$2,451</td>
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<tr>
<td>Francistown Elementary School</td>
<td>Francistown</td>
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<td>$2,250</td>
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<tr>
<td>Greenfield Elementary School</td>
<td>Greenfield</td>
<td>1</td>
<td>$2,482</td>
<td>17.7</td>
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<tr>
<td>Lancaster Elementary School</td>
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<td>1</td>
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<td>82.2</td>
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<td>7</td>
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<tr>
<td>Moultonborough Academy</td>
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<td>$7,290</td>
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<td>Mount Saint Mary’s Academy</td>
<td>Manchester</td>
<td>1</td>
<td>$4,060</td>
<td>29.0</td>
<td>14</td>
<td>13</td>
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<tr>
<td>New England College</td>
<td>Henniker</td>
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<td>White Mt Regional High School</td>
<td>Whitefield</td>
<td>1</td>
<td>$15,608</td>
<td>111.5</td>
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<td>45</td>
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<tr>
<td>Wilton Lyndeboro High School</td>
<td>Wilton</td>
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<td>$14,865</td>
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<tr>
<td>Town of Gorham</td>
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<td>Town of Moultonborough</td>
<td>Moultonborough</td>
<td>8</td>
<td>$9,580</td>
<td>58.1</td>
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<tr>
<td>Town Wolfeboro</td>
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<td>$17,648</td>
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<tr>
<td>Wadleigh Library Milford</td>
<td>Milford</td>
<td>1</td>
<td>$3,483</td>
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<td>6</td>
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<tr>
<td>Excalibur Shelving</td>
<td>Contoocook</td>
<td>1</td>
<td>$12,292</td>
<td>87.8</td>
<td>43</td>
<td>24</td>
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<tr>
<td>Segway</td>
<td>Bedford</td>
<td>1</td>
<td>$19,308</td>
<td>136.0</td>
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<td>35</td>
</tr>
<tr>
<td>Grand Total</td>
<td></td>
<td>71</td>
<td>$240,661</td>
<td>1,672</td>
<td>824</td>
<td>531</td>
</tr>
</tbody>
</table>

1 Two of these projects do not receive any electric distribution utility energy efficiency program funding because they are serviced by municipal electric companies. Municipals do not offer any form of efficiency rebates in New Hampshire.
2 These energy and cost savings benefits were developed from our investment grade lighting audit and analysis. Detailed reports are available on request.
In addition, LighTec, Inc.’s program has two distinct educational components. The first will take place after the energy savings projects are installed. It provides students, faculty and maintenance employees education and training regarding the energy-efficiency projects that took place in their buildings. The second will develop an applied commercial and industrial high efficiency lighting curriculum for use in New Hampshire’s technical colleges. In general, LighTec, Inc.’s intent is consistent with the New Hampshire Climate Action Plan’s "Overarching Strategy 10: Develop an Integrated Education, Outreach, and Workforce Training Program".

Our program is expected to be complete within 12 calendar months after award. The minimum time period might be 9 months with a maximum of 18 months. The total proposed program cost is $1,501,255. LighTec, Inc. is requesting $316,500 of funding from the GHGER Fund for this program. Table 4: GHGER Funds Request by Project Name, located on page 7, shows the total program cost, estimated utility incentive, the requested GHGER funds requested and participant contributions by project. In addition, the last two columns show what the project payback is without GHGER funds versus the project payback with GHGER funds included.

If accepted, LighTec, Inc.’s proposed program will permanently reduce 824 metric tons of greenhouse gas emissions and save 1,671.5 megawatt hours of electrical energy use per year. In addition, these New Hampshire clients will realize a net savings of $240,661.00 per year on their electricity bills.

Specifically, the LighTec, Inc. program, works directly with New Hampshire schools, municipalities and industrial corporations to achieve four distinct goals:

1. Perform investment-grade energy audits in three projects, analyzing all major energy-using equipment and systems and provide engineered recommendations to clients.

2. Increase the energy efficiency of 13 educational facilities, 3 municipalities and 2 industrial corporations in New Hampshire.

3. Provide education and training to students, faculty and maintenance employees regarding the energy-efficiency projects taking place in their buildings. The training will help to empower individuals so they can make similar efficiency improvement in their homes.

4. Develop a curriculum for use in New Hampshire's technical colleges that is designed to further train instructors in applied commercial and industrial high efficiency lighting, including auditing techniques in existing buildings. These instructors will then have additional tools to provide training to their students who will become part of New Hampshire’s green jobs industry.
Section 3: Proposed Work Scope and Schedule.

Table 2: Program Tasks, Hours Allocated and Staff Assigned, below, describe our program tasks, hours allocated to each task, and staff assigned. Table 3: Expected Program Schedule by Task and our plan for project oversight, quality assurance, and financial management follow.

Table 2: Program Tasks, Hours Allocated and Staff Assigned

<table>
<thead>
<tr>
<th>Task</th>
<th>Program Task Description</th>
<th>Hours Allocated</th>
<th>Staff Assigned</th>
</tr>
</thead>
<tbody>
<tr>
<td>Task 1</td>
<td>Perform fuel-blind investment grade energy audits; prepare energy-saving recommendation report; and deliver report to client.</td>
<td>Up to 48 hours per project (some projects include multiple buildings).</td>
<td>LighTec, Inc.: • Grady; Kravitz Mechanical Sub-contractors: • Control Technologies • Elliott Controls • Merrimack Valley Corp • Progressive Energy, Inc. • WV Engineering Associates</td>
</tr>
<tr>
<td>Task 2</td>
<td>Energy-efficient lighting installations. Subtasks include: Complete project engineering. Obtain Service &amp; Installation Agreement from clients. Conduct pre-installation measurement and verification collection. Build projects as designed and engineered. Issue GHGER fund payment to clients.</td>
<td>Up to 480 hours, per project, start to completion. (Some projects include multiple buildings).</td>
<td>LighTec, Inc.: • Beliveau; Gray; Kravitz; FTE; FTE; FTE Electrical Sub-contractors: • Chamberlain Electric • Obin Electric • Shepherd Electric</td>
</tr>
<tr>
<td>Task 3</td>
<td>Develop and deliver energy-efficiency workshops to end-users. The workshop will include a presentation, take-home materials, and, when possible, samples of energy-efficient technologies.</td>
<td>Up to 260 hours including development and delivery.</td>
<td>LighTec, Inc.: • Grady; Hoye; FTE</td>
</tr>
<tr>
<td>Task 4</td>
<td>Develop and deliver Train-the-Trainer curriculum for use in New Hampshire’s technical colleges.</td>
<td>Up to 400 hours including development and delivery.</td>
<td>LighTec, Inc.: • Grady; Hoye; FTE</td>
</tr>
</tbody>
</table>

3 Non-consecutive man-hours.
4 There are many steps involved in identifying, designing and building an energy-efficiency project. Upon request, LighTec, Inc. can provide scope of work document that details each task in this process.
5 Under Program Task one and two, 18 projects total are proposed. Three projects: the Town of Wolfeboro, NH; the Wadleigh Public Library, Milford, NH; and Mount Saint Mary Academy and the Manchester School of Music, Manchester, NH are included in both Task 1: Perform fuel-blind investment grade energy audits and Task 2: Energy-efficient lighting installations.
6 There can be circumstances beyond LighTec Inc.’s control that delay project completion such as client process interruptions or project material shipping delays.
Table 3: Program Schedule by Task

| Task 1: Investment Grade Audits (3 projects, totaling 11 buildings) | Perform fuel-blind investment grade energy audits for three projects. |
| Task 3: Develop and deliver energy-efficiency Workshops (18 Total) to end-users | Develop audience appropriate presentation. |
| Task 4: Develop and deliver Train-the-Trainer for use in New Hampshire’s technical colleges | Develop Marketing Materials. |

Project oversight and Quality Assurance Measures
LighTec, Inc. established the following control points to ensure proper program oversight. The complete project plan will include the following:
1. The scope document
2. Service level agreement (SLA)
3. Escalation matrix
4. Communication plan
5. Reporting plan
6. Responsibility Accountability Communicate Inform (RACI) matrix

Financial Management
Our Finance Department will produce a monthly/quarterly/yearly report as required by client and applicable laws. This report will show the following:
1. Projected work to be done
2. Actual work completed
3. Accounts payable
4. Accounts receivable
5. Profit and loss statement
6. Distribution of GHGER funds

Table 4: GHGER Funds Request by Project Name, located on page 7, shows the total program cost, estimated utility incentive, the requested GHGER funds requested and participant contributions by project. In addition, the last two columns show what the project payback is without GHGER funds versus the project payback with GHGER funds included. Upon the successful completion of a project, LighTec Inc, will issue the client the allotted GGER fund payment paid from an independent interest bearing escrow account. Each client is given the option of using the GHGER fund as partial payment for services rendered. This option will be included in our installation and Service Agreement, Section 9 shown in Attachment C.

Table 4: GHGER Fund Request by Project Name

<table>
<thead>
<tr>
<th>New Hampshire Client</th>
<th>Program Cost</th>
<th>Estimated SBC Utility Rebate</th>
<th>GHGER Funds Requested</th>
<th>Electric Cost Savings</th>
<th>Participant Contribution</th>
<th>Payback w/GHGER Funds</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dublin Consolidated School</td>
<td>$25,962.46</td>
<td>$3,730.00</td>
<td>$6,000.00</td>
<td>$2,450.74</td>
<td>$16,232.46</td>
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<td>Francis Town Elementary School</td>
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<td>$4,400.00</td>
<td>$7,000.00</td>
<td>$2,250.47</td>
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<tr>
<td>Greenfield Elementary School</td>
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<td>$5,000.00</td>
<td>$2,482.34</td>
<td>$16,899.57</td>
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</tr>
<tr>
<td>Lancaster Elementary School</td>
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<tr>
<td>Manchester School of Music</td>
<td>$23,329.65</td>
<td>$4,825.00</td>
<td>$5,000.00</td>
<td>$2,317.64</td>
<td>$13,504.65</td>
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<td>Moultonborough Academy</td>
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<td>Mount Saint Mary's Academy</td>
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<td>$91,000.00</td>
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<td>New Hampton School</td>
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<td>$8,162.59</td>
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<td>White Mt Regional High School</td>
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<td>Wadleigh Library Milford</td>
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</table>
Section 4: Project Benefits

4.1 Reduce greenhouse gas emissions from all fuels used to provide electricity, heating and cooling in New Hampshire
LighTec, Inc. is proposing to implement 18 separate energy efficiency projects in schools and municipalities throughout New Hampshire that will, upon project start, provide immediate and verifiable energy savings and carbon reductions over the life of the equipment and beyond. LighTec, Inc. estimates that these projects will reduce greenhouse gas emissions by 824 metric tons of CO$_2$e in the first year and 9,888 metric tons of CO$_2$e over the equipment life (12 years). Please refer to Table 1: Shovel-Ready Energy-Efficient Lighting Projects to see LighTec, Inc.’s estimated greenhouse gas emissions reductions per project.

4.2 Be cost-effective;
LighTec, Inc.’s proposal is cost-effective because it uses relatively small amounts of GHGER funds to leverage much larger client investments, in addition to the CORE distribution utility rebate funds. The result of the TRC test for our program is 1.24. See Appendix D: GHGERF Cost Effectiveness Analysis Spreadsheet.

4.3 Reduce New Hampshire’s peak electric load;
The lighting efficiency projects in our program (Task One) will save a total of 531 kilowatts (see Table 1). This number was developed through our detailed lighting energy survey.\(^9\) However, when using the GHGER fund cost effectiveness analysis spreadsheet the summer coincident demand reduction is reduced to 109.7 kW.\(^{10}\)

4.4 Market Transformation
Our program will cause electrical and mechanical distributors to bring into stock state of the art HVAC, motor and lighting components that would not otherwise be available to the average electrical, mechanical contractor or building maintenance person. As this equipment eventually needs to be replaced, it will transform market trends towards the more efficient commodity.

4.5 Promote innovative technologies;
The energy conservation measures included in these building efficiency projects represent a balance between proven effectiveness and the cutting edge in energy-efficient lighting technologies. Examples include high performance T8 lamps and ballasts, high output T5 lamps and fixtures, daylight harvesting and occupancy controls as well as cold cathode and LED lamp technologies.

\(^9\) Our detailed analysis of these power savings developed during our investment grade lighting audits is available on request.

\(^{10}\) We believe the lighting efficiency projects in our program will save much more peak demand than is indicated above. Our calculations show a building level reduction totaling 531 kilowatts. This is not peak coincident load as seen by ISO New England; however, the load reductions are accurate as far as the typical school average load avoidance is concerned. This number was developed through our detailed lighting energy survey. For example, consider a lighting fixture replacement in a school gymnasium, where the existing total gym fixture load is 7200 watts, consisting of sixteen 450 input watt lighting fixtures. If we replace the same number of fixtures with a High Output T5 fixture that will require only 232 watts each, the new load will be 3712 watts. This is a load reduction of (7200-3712) or 3,488 watts or 3.49 kilowatts. This load is permanently eliminated from the peak and the base load of this building. As these reductions occur across a wide geographic area, Peak Coincident demand is probably going to be less. It is hard to imagine that it would be 421 kW less.
4.6 Promote economic development:
As can be seen in Table 1: Shovel-Ready Energy-Efficient Lighting Projects, each program client receives an economic benefit through reduced operating costs that continue in subsequent budget cycles. These reductions to public school and municipal budgets will benefit New Hampshire tax payers.

LighTec, Inc. estimates that its program will lead to the creation of 5 FTE’s within LighTec, Inc., in addition to the continued and expanded employment of several electrical/mechanical contractors. See Table 4 in Section 6. LighTec, Inc. anticipates the following permanent staffing needs:

- Two project managers to handle the increased project load (both from these 18 projects and additional projects that will take place apart from this program).
- Two energy auditors/engineers to conduct walk-through and investment grade energy audits, computer-based project modeling, and pre/post measurement and verification readings.
- One PTE customer services and marketing professional to assist with program outreach, program material, and new project development.
- One PTE IT professional to develop and maintain any necessary reporting applications.

4.7 Promote energy cost savings:
As stated above there is energy cost savings associated with every project that this program is proposing. The total energy cost savings is $240,661.00. Please refer to Table 1: Shovel-Ready Energy Efficient Lighting Projects to see LighTec, Inc.’s estimated energy costs savings per project.

4.8 Promote collaboration and provide useful information for future program evaluation and improvement:
LighTec, Inc. and New Hampshire’s core electric distribution utilities are historical allies and we have worked within their programs to promote energy efficiency. LighTec, Inc. will continue to seek every opportunity to collaborate and share information with the CORE distribution utilities and any other interested party. For example, LighTec, Inc. would welcome the opportunity to provide the CORE utilities, the Public Utility Commission, and their respective consultants field data and perspectives regarding existing and proposed Systems Benefit Charge (SBC) programs as they relate to practical field considerations.

In addition, LighTec, Inc. is a National ENERGY STAR Service and Product Provider Partner as well as a Retail Partner. It is our intention to use this partnership to help co-promote this program as appropriate. We also intend to develop partnerships with additional national and in state organizations such as the New Hampshire Carbon Challenge.
Finally, LighTec, Inc. would welcome the opportunity to work with any organization that is focused on training energy-auditors. LighTec, Inc.’s interests include internship opportunities and contributing to curriculum development.

4.9 Otherwise be consistent with the public interest and the purposes of RSA 125-O:19.12.

LighTec, Inc.’s program has two distinct educational components. The first will take place after the energy savings projects are installed. It provides students, faculty and maintenance employees education and training regarding the energy-efficiency projects that took place in their buildings. The second will develop an applied commercial and industrial high efficiency lighting curriculum, including auditing techniques for use in New Hampshire's technical colleges. In general, LighTec, Inc.’s intent is consistent with the New Hampshire Climate Action Plan’s "Overarching Strategy 10: Develop an Integrated Education, Outreach, and Workforce Training Program".

This portion of LighTec, Inc.’s proposed program has the following added benefits:

- Increasing energy-efficiency awareness to the general public and increasing their knowledge of how they can make cost-effective energy saving choices in their own homes;
- Increasing the likelihood that the ECM’s installed in the project facilities will be properly maintained over time. This will increase the useful life of equipment, maintain projected energy savings and increase the overall satisfaction of the clients;
- Informing people that energy-efficiency is a high growth industry requiring a diverse range of skills, and that there are many job opportunities in the energy-efficiency field worth looking into; and
- Ensuring that the skills relevant to our industry needs are available in the workforce.
Section 5: Measurement and Verification (M&V):
The following section describes how program performance will be effectively measured
and verified against stated goals.

1. **Program Goal One**: Perform investment-grade energy audits in three projects
   (11 buildings total), analyzing all major energy-using equipment and systems and
   provide engineered recommendations to clients.

   **M&V for Goal One**:
   - Client will be asked to complete an evaluation of the overall
     comprehensiveness of the Audit Reports.

2. **Program Goal Two**: Increase the energy efficiency of 13 educational facilities, 3
   municipalities and 2 industrial corporations throughout New Hampshire. Within
   this goal LighTec, Inc. estimates it will:
   - Save 1671.5 megawatt annually
   - Save 824 metric tons CO$_2$e annually
   - Save $240,661 in energy costs annually
   - Meet or exceed client expectations annually

   **M&V for Goal Two**:
   - LighTec Inc.’s approach to measuring and verifying the energy, carbon and
     cost savings goals is modeled after the Federal Energy Management
     Program (FEMP) used for performance contracting purposes.\textsuperscript{11} LighTec, Inc.
     will achieve objective verification of carbon savings by having a third party
     proctor observe measurements taken by LighTec, Inc. during its pre and post-
     build M&V phase\textsuperscript{12}.
   - Client will be given a questionnaire, at project completion, to evaluate
     customer satisfaction of all aspects of the project.

3. **Program Goal Three**: Provide students, faculty and maintenance
   employees education and training regarding the energy-efficiency projects taking
   place in their buildings.

   **M&V for Goal Three**:
   - Pre and Post course evaluation forms will measure and verify the success of
     the course.

4. **Program Goal Four**: Develop a curriculum for use in New Hampshire’s
   technical colleges that is designed to train instructors in energy efficiency and
   field applications of high efficiency lighting and project management.

   **M&V for Goal Four**:
   - Pre and Post course evaluation forms will measure and verify the success of
     the course.

---
\textsuperscript{11} The FEMP Measurement and Verification Guidelines for Energy Savings Performance Contracting is attached in Appendix E. http://www1.eere.energy.gov/femp/pdfs/028758m_fs_mv_guidelines.pdf.

\textsuperscript{12} This proctor is typically a customer maintenance person skilled in the area being measured. Post installation verification should
use the same process. This proctoring notion is much less expensive and much more fluid than the use of a 3rd party
organization for M&V.
Section 6: Budget Narrative

The following assumptions were used to develop LighTec, Inc.’s Budget:

- Our year began on December 1, 2008. The proposed budget begins in Q3 as we do not expect the grant funds to be awarded until that time.

- The Budget is based on prior period actuals at 60% of budget totals.

- Requested budget is based on 12 months.

- Minimum budget is based on 9 months.

- Maximum budget is based on 18 months.

- Salary, wages & benefits are based on prior period actuals, at 60% of budget totals, including the additional 4 FTE’s we propose hiring.  

- General overhead and profit are not contingent on program performance.

- The proposed program leverages both client funds and utility SBC rebate funds, when available. See Table 4: GHGER Fund Request by Project Name on page 7

### Table 4: Personnel

<table>
<thead>
<tr>
<th>POSITION</th>
<th>RATE/HOUR</th>
<th>HOUR/WEEK</th>
</tr>
</thead>
<tbody>
<tr>
<td>FTE1 CEO</td>
<td>$45.00</td>
<td>40</td>
</tr>
<tr>
<td>FTE2 Client Service &amp; Support Representative</td>
<td>$24.00</td>
<td>40</td>
</tr>
<tr>
<td>FTE3 Project Manager</td>
<td>$23.00</td>
<td>40</td>
</tr>
<tr>
<td>FTE4 Associate Project Manager</td>
<td>$20.00</td>
<td>40</td>
</tr>
<tr>
<td>FTE5 Energy Auditor/Project Manager</td>
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</tr>
<tr>
<td>FTE6 Associate Energy Auditor</td>
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<td>40</td>
</tr>
<tr>
<td>FTE7 Associate Energy Auditor</td>
<td>$18.00</td>
<td>40</td>
</tr>
<tr>
<td>PTE8 Technical Associate</td>
<td>$16.00</td>
<td>20</td>
</tr>
<tr>
<td>PTE9 Technical Associate</td>
<td>$16.00</td>
<td>20</td>
</tr>
<tr>
<td>PTE10 Client Service &amp; Support Associate</td>
<td>$12.00</td>
<td>20</td>
</tr>
<tr>
<td>PTE11 IT Professional</td>
<td>$30.00</td>
<td>20</td>
</tr>
</tbody>
</table>

---

13 Salaries for new hires were based on "New Hampshire occupational employment and wages - 2008" http://www.nh.gov/nhes/elmi/oesfiles.htm
Section 7: Applicant Qualifications

LighTec, Inc.’s work is focused upon developing high efficiency lighting and building control systems that are designed to pay for themselves through electricity savings and maintenance avoidance\textsuperscript{14}. Many of our schools projects include “Show & Tell” presentations to students and faculty explaining the energy and environmental benefits of their energy efficiency project. In recent months, LighTec, Inc. accepted an invitation from Professor Wes Golumb, of the Lakes Region Community College, to create and teach the lighting portions of the commercial energy audit section in their Energy Services and Technology Program curriculum\textsuperscript{15}.

Table 5: LighTec, Inc. Staff, Skill, and Qualifications below, lists the proposed LighTec, Inc. staff alphabetically, and indicates their proposed primary roles, skill, and qualifications. Subcontractor Information and the resumes of proposed LighTec, Inc. staff are included in Appendix H.

<table>
<thead>
<tr>
<th>Key Personnel</th>
<th>Proposed Roles</th>
<th>Skills and Qualification</th>
</tr>
</thead>
<tbody>
<tr>
<td>Kathy Beliveau</td>
<td>Client services &amp; marketing lead</td>
<td>Ms. Beliveau has over 12 years of sales and marketing experience. She is responsible for generating sales leads, marketing, negotiating contracts, resolving customer service issues, and developing and maintaining close relationships with our state and local business allies.</td>
</tr>
<tr>
<td>Jim Grady</td>
<td>Program oversight, workshop/curriculum development and trainer lead</td>
<td>Mr. Grady has over 35 years experience in the energy-efficiency industry. He is the owner and founder of LighTec, Inc. Jim’s introduction to the energy efficiency profession began in 1975 when he was appointed to the position of energy engineer for the Digital Equipment Corporation in Maynard, Massachusetts.</td>
</tr>
<tr>
<td>Nancy Gray</td>
<td>Financial management lead</td>
<td>Mrs. Gray has 30 years experience in general accounting and office management. She is very skilled in her command of the Peach Tree program for accounting, ordering, invoicing and quoting.</td>
</tr>
<tr>
<td>Meghan Hoye</td>
<td>Auditing, workshop/curriculum development</td>
<td>Ms. Hoye has 14 years of experience in the energy-efficient lighting industry. Currently Ms. Hoye conducts energy audits, engineers projects and assists with general sales and marketing tasks.</td>
</tr>
<tr>
<td>Deborah Kravitz</td>
<td>Project Manager/auditor</td>
<td>Ms. Kravitz’s 10 year technical background in the electrical and electronics fields in addition to 7 years in the military give her the depth necessary to undertake the complexities of performing her auditing function as well as the position of project management.</td>
</tr>
</tbody>
</table>

\textsuperscript{14} See Partial LighTec Client List in Attachment F
\textsuperscript{15} See letter of commendation in Attachment G
Section 8: List of Attachments

Attachment A: Budget
Attachment B: Client Letters of Commitment
Attachment C: Installation and Service Agreement, Section 9
Attachment D: GHGERF Cost Analysis Spreadsheet
Attachment E: FEMP Measurement and Verification Guidelines For Energy Savings Performance Contracting
Attachment F: Partial LighTec, Inc. Project List
Attachment G: Letter of Commendation
Attachment H: Subcontractor Letters of Commitment and LighTec, Inc. Resume
Attachment I: Subcontractor Letters of Commitment
Attachment A: Budget

See Excel Spreadsheets Attached
March 13, 2009

Dear GHGIER Fund Manager,

The Town of Gorham, NH is working with LighTec, Inc. of Merrimack, New Hampshire to develop and implement an energy efficiency program for portions of our Town. To date, LighTec, Inc. completed an audit of the Town Office and Police Department, SAU Offices, Family Resource Center, DPW, Fire and EMS Building, and the Public Library. They have presented their energy savings recommendations which will save 67,707 Kwh annually and permanently remove 288 Kw in peak electric demand.

This letter is to inform you of our intention to go forward this year with the energy saving project stipulated in the LighTec, Inc. response proposal if the requested funds are made available.

Sincerely,

[Signature]

William H. Jackson
Town Manager

[Address]

20 PARK STREET
GORHAM, NEW HAMPSHIRE, 03581
403-866-3322  603-866-3100 FAX
www.go-ramnh.org

This institution is an equal opportunity provider and employer.
March 18, 2009

Dear Greenhouse Gas Reduction Fund Administrator,

Mount Saint Mary Academy is working with LighTec, Inc. of Merrimack, New Hampshire to develop and implement an energy-efficiency program of replacing outdated and non-efficient lights throughout our school building. To date, LighTec, Inc. has completed an investment grade energy audit for us and has presented their energy savings recommendations. Mount Saint Mary Academy’s School Board is committed to going ahead with their proposal provided we receive some financial help from both PSNH and your Fund.

To complete the projected project we are requesting a rebate from PSNH for $9,425.00 and a Greenhouse Gas Reduction Fund grant for $4,712.50.

We appreciate the work you do in caring for our environment and hope that you will assist us with this project.

Sincerely,

Sister Gloria Morin

Sister Gloria Morin
Principal

2291 Elm Street – Manchester, NH 03104 – Phone: 603.623.3155 – Fax: 603.621.9254 – Website: www.mtstmary.org
February 19, 2009

Letter of Intent

Dear GCR fund Administrator,

New England College is working with LightTec, Inc. of Merrimack, New Hampshire to develop and implement an energy-efficiency program for our buildings. To date, LightTec Inc. completed an investment grade energy audit of our buildings and has presented their energy savings recommendations. This project, as presented by LightTec, Inc. will save 578,544 kwh annually. Unfortunately, some of the buildings do not meet our minimum payback requirements, therefore, we asked LightTec, Inc. to calculate a GCR fund grant that will allow New England College to fund this energy efficient project.

This letter is to inform you of New England College’s intention to go forward with an energy efficient lighting and controls program as stipulated in the LightTec, Inc. response proposal if the requested funds are made available.

We appreciate your consideration with this request.

Sincerely,

Mary Harper
Dir. of Campus Operations
New England College
98 Bridge Street
Henniker, NH 03242
March 16, 2009

GHGER Fund Manager

Re: New Hampton School Lighting Retrofit

Dear GHGER Fund Manager,

The New Hampton School is working with LighTec, Inc. of Merrimack, New Hampshire to develop and implement an energy efficiency program for portions of our campus. To date LighTec, Inc. completed an investment grade audit of our Field House and Smith Gymnasium buildings, and has presented their energy savings recommendations. This project, as presented by LighTec, Inc. will save 104,607 kwh annually, and permanently remove 14 kw in peak demand.

This letter is to inform you of the New Hampton School's intention to go forward this year with the energy saving project stipulated in the LighTec, Inc. response proposal if the requested funds are made available and economic circumstances for New Hampton School allow.

Sincerely,

[Signature]

Kirk Beswick
Director of Facilities
New Hampton School
February 18, 2009

NH Public Utilities Commission

Dear Sir/Madam:

In 2001 renowned inventor Dean Kamen founded a new company with the vision to develop highly-efficient, zero-emission transportation solutions using “dynamic stabilization” technology. The Company’s research and development was focused on creating devices that took up a minimal amount of space, were extremely maneuverable, could operate on pedestrian sidewalks and pathways and of utmost importance had zero-emissions. Segway Inc has been growing here in Bedford, NH ever since. Bedford is both our Corporate Headquarters as well as our only manufacturing facility. We distribute to customers worldwide from this location as well as service our Personal Transporters (PT’s). In keeping with Dean’s vision the Segway PT is zero-emissions during operation, allowing you to go indoors if you want. It does draw power from the electrical grid during recharge, but that electricity causes fourteen times less greenhouse gas emissions than driving your car the same distance. After that first year on your Segway PT you would have literally saved a ton of CO₂ from being released into the atmosphere. (in fact it’s probably more than that, a ton is based on average MPG, while most short distance driving results in much lower mileage.)

We are now attempting to improve the efficiency of our Corporate Office as it relates to power consumption and have been working with LighTec, Inc. to develop a plan in that regard. We believe we have a plan that would reduce our kilowatt hours by an estimated 98,000 hours, by upgrading light fixtures and installing motion detectors in appropriate areas.

We respectfully request for your assistance in the form of a $40,000 grant from the Greenhouse Gas Reduction Funds to assist with this project.

Regards,

Mary Savage, Director of Manufacturing Operation
MEMORANDUM – OFFICE OF THE TOWN ADMINISTRATOR

TO: Department of Public Utilities, GHSER Fund Manager
FROM: Carter Terenzini, Town Administrator
RE: LightTec & Energy Savings
DATE: March 16, 2009
CC: LightTec

This is to advise you that the Town of Moultonborough is working with LightTec, Inc. of Merrimack, New Hampshire to develop and implement an energy efficiency program for portions of our town. To date, LightTec, Inc. completed an investment grade audit of the Highway Garage, Library, Life Safety Building, Recreation Dept., Town Hall, Waste Management Facility, Nick Fire Station, and the Transfer Station. In presenting their energy savings recommendations, this potential savings were quantified at 67,707 Kwh annually and permanently remove 24 Kw in peak electric demand.

It is our intent to proceed with the energy saving project stipulated in the LightTec, Inc. proposal if the requested funds are made available.

Please feel free to contact me if I may provide any further information.
March 16, 2009

Town of Wolfeboro

Greenhouse Gas Emissions Reduction Fund
C/O NH Public Utilities Commission
Concord, Nh 03301

RE: Letter of Intent

Dear GHGGR Fund Manager:

The Town of Wolfeboro has been working with Lightec, Inc. of Merrimack, NH to develop and implement an energy efficiency program for our Town facilities. To date, Lightec, Inc. has completed an energy audit of the lighting fixtures in our Town Hall, Public Safety facility, Community Center, Library, Highway Garage, Solid Waste Facility, Water Treatment Plant, and Wastewater Treatment Plant. Lightec, Inc. has presented us with their energy savings recommendations which would save 76,737 Kwh annually and remove 29 Kw in peak energy demand.

Now we would like to take this process one step further by doing a full energy audit on the Town’s facilities, including heating, ventilation, and air conditioning (HVAC). Then we would like to move forward to implement both the lighting and HVAC energy efficiency recommendations for these Town-owned facilities if the necessary funds can be made available.

The Town of Wolfeboro seeks your favorable consideration of the proposal from Lightec, Inc. in this regard. Please let me know if you need any other information from the Town in this regard.

Sincerely,

David W. Owen
Town Manager
Attachment C: Excerpt From the LighTec, Inc. GHGERF Installation and Service Agreement.

SECTION 9.

9.1. COMPENSATION

9.1.1 The installed cost from LighTec to the Customer for the scope of work defined in Section 10 of this agreement is $ ( ). The total installed cost will be paid to LighTec by the Customer or it’s financing agent according to the following schedule:

- 25% at start of project $ 
- ½ progress payment $ 
- ¾ progress payment $ 
- Remainder within ten (10) days of project completion. $ 

LighTec, Inc. will offer the Customer the option of using their portion of the allotted funding for their project as a direct payment to LighTec, Inc. in the form of a down payment OR when the project is 100% complete, the utility (if required) and customer sign off on the project and LighTec, Inc. is paid in full. LighTec, Inc. will release the allotted funding for the project to the Customer.

9.1.2. LighTec will assist with the preparation of any documents required by the utility for rebate consideration prior to project completion. LighTec makes no promises, guarantees, etc., either express or implied, regarding the availability of rebate moneys to the Customer for this project.

9.2. METHOD FOR RESOLVING PROJECT COMPLETION DISCREPANCIES

9.2.1 It is possible that timely project acceptance could be delayed by factors beyond the control of LighTec. Normally, these delays represent, at most, a small fraction of the work (For example, late delivery of a fixture or components that were special ordered). In this event, LighTec will issue a check in an amount that will provide the Customer with the surety that the discrepancies will be resolved. The Customer will then, conditionally accept the project, allowing the company to release payment to LighTec. The Customer agrees to promptly return LighTec’s surety when the discrepancies are resolved.
### NH Greenhouse Gas Emissions Reduction Fund (GHGERF) 3/09 RFP Cost Effectiveness Analysis

**Instructions**: Enter relevant values in yellow highlighted cells. Then watch for results in green highlighted cells.

**Line #** | **Name of Applicant or Proposal** | **Ligne Tec. Inc.** | **NOTE**: You may have more than one type or measure life, you can create a Group tab (worksheet) for each program or measures.
---|---|---|---
1 | Program Type | Select residential, commercial or industrial: **Commercial**
2 | Principal Type of Measures | Select type of program or measures: **Lighting - C & I**
3 | Average Measure Life (weighted by CO₂ savings) | Enter average life* of measures in group here: 12 years.
4 | Assumed Load Reduction Factor* | See "Note near bottom of page for more measure life info." 17%
5 | Assumed Summer Annual Demand Coincidence* | See "Note below (right of lines 22-25) and FN 9 of the RFP." 17%
6 | Nominal Annual Discount Rate | 5.7933%
7 | Annual Inflation Rate | 2.700%
8 | Program Costs | 100% Distribution of Electric Savings by % within each time block.
9 | GHGERF Funds (amount requested in this proposal) | 21%
10 | Total Program Costs | 100% Total (sum lines 8 and 9)

**Non-GHGERF Funds (from applicant, participants and other sources)** | $1,184,755 | 79%
**GHGERF Funds (amount requested in this proposal)** | $316,500 | 21%
**Total Program Costs** | $1,501,255 | 100%

**Table**

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<tr>
<th>Line #</th>
<th><strong>Detailed Definitions</strong></th>
<th><strong>2010</strong></th>
<th><strong>2011</strong></th>
<th><strong>2012</strong></th>
<th><strong>2013</strong></th>
<th><strong>2014</strong></th>
<th><strong>2015</strong></th>
<th><strong>2016</strong></th>
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</thead>
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<td>11</td>
<td><strong>Estimated Annual Energy Savings (kWh)</strong></td>
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<td><strong>Winter Peak Savings-Summer Coincident</strong></td>
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<td><strong>Net value of Operations &amp; Maintenance Savings or (increased costs)</strong></td>
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<td><strong>Electric CO₂ Savings</strong></td>
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<td><strong>Total Avoided Electric Supply Costs (short term)</strong></td>
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<td>35.741</td>
<td>37.879</td>
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<td>21,327</td>
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<td>$168,456</td>
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<td>$19,705</td>
<td>19,551</td>
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<td>$168,547</td>
<td>$168,456</td>
<td>$173,173</td>
<td>$168,385</td>
<td>$176,232</td>
<td>$180,205</td>
</tr>
<tr>
<td>33</td>
<td><strong>Total Avoided Electric Supply Costs</strong></td>
<td>$1,655,479</td>
<td>$168,547</td>
<td>$168,456</td>
<td>$173,173</td>
<td>$168,385</td>
<td>$176,232</td>
<td>$180,205</td>
</tr>
<tr>
<td>34</td>
<td><strong>Avoided Natural Gas Costs</strong></td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
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<td>35</td>
<td><strong>Avoided Propane Costs</strong></td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
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<td>$0</td>
<td>$0</td>
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<td>36</td>
<td><strong>Avoided Heating Oil Costs</strong></td>
<td>$0</td>
<td>$0</td>
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<td>$0</td>
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<td><strong>Avoided Kerosene Costs</strong></td>
<td>$0</td>
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<td>38</td>
<td><strong>Avoided Coal Costs</strong></td>
<td>$0</td>
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<td><strong>Avoided Wood Costs</strong></td>
<td>$0</td>
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<td>$0</td>
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<td><strong>Avoided Water Costs</strong></td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
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<tr>
<td>41</td>
<td><strong>Avoided or (increased) O&amp;M Costs</strong></td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
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<td>$0</td>
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<tr>
<td>42</td>
<td><strong>Total Avoided Non-Electric Supply Costs</strong></td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
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<tr>
<td>43</td>
<td><strong>Total Program Benefits with Avoided CO₂ Costs</strong></td>
<td>$1,655,479</td>
<td>$168,547</td>
<td>$168,456</td>
<td>$173,173</td>
<td>$168,385</td>
<td>$176,232</td>
<td>$180,205</td>
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<tr>
<td>44</td>
<td><strong>Electric Additional Avoided CO₂ Costs @ $60/ton</strong></td>
<td>$364,538</td>
<td>$52,355</td>
<td>$52,209</td>
<td>$45,914</td>
<td>$44,006</td>
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<td>45</td>
<td><strong>Non-electric Additional CO₂ Costs @ $60/ton</strong></td>
<td>$0</td>
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<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
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<tr>
<td>46</td>
<td><strong>Total Program Benefits w/ Avoided CO₂ Costs</strong></td>
<td>$2,220,009</td>
<td>$220,009</td>
<td>$220,009</td>
<td>$220,009</td>
<td>$220,009</td>
<td>$220,009</td>
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</table>
Attachment E: FEMP Measurement and Verification Guidelines For Energy Savings Performance Contracting

Measurement and Verification Guidelines For Energy Savings Performance Contracting

Comparing the before with the before to assess energy savings

Energy Savings Performance Contracting (ESPC) is all about saving measurable quantities of energy. Under an ESPC contract, an energy service company (ESCO) guarantees that after energy conservation measures (ECMs) are installed at a facility, energy use will be reduced by a quantifiable amount. In many respects, the success of an ESPC project hinges on verifying that the amount of energy saved closely matches the energy savings guaranteed in the ESCO’s solicitation. The U.S. Department of Energy’s Federal Energy Management Program (FEMP) has developed the Measurement and Verification Guideline for Federal Energy Projects to take the guesswork out of validating this before-and-after energy-use comparison.

Accurately verifying how ECMs perform is critical to both parties involved in an ESPC contract. For the government, verification confirms that the project is indeed a success and that energy and taxpayer money are being saved. For the ESCO, verification is the sole basis for the annual payments they receive throughout the term of the contract. By following the guideline, both parties are assured that savings will be accurately, consistently, and objectively verified.

The Guideline

The measurement and verification guideline was developed to give the Federal government and the ESCO industry mutually agreed-upon methods for assessing the energy savings derived from commonly installed ECMs. The guideline presents a set of flexible measurement and verification (M&V) options that the contracting parties can use to determine energy savings for all types of ESPC contracts.

The guideline is the first application of the North American Energy Measurement and Verification Protocol (NEMVP). The 1997 version is expected to be called the International Measurement and Verification Protocol. A committee—comprising the Federal government, the ESCO industry, academia, financing organizations, and others—developed the NEMVP over 3 years. The committee worked closely with a diverse group of engineers and contracting personnel to ensure the NEMVP was acceptable from both technical and contractual perspectives.

Because the guideline was developed to accommodate the concerns of all of the primary players in the ESPC process, the procedures it specifies are impartial, reliable, and repeatable. Realizing that all ESPC projects are highly site-specific, the guideline development committee built in flexibility, so the methods contained in the guideline are easily adapted to project-specific conditions. As a result, you can use the guideline with a high level of confidence, whether you are replacing a chiller in an office building in Fort Lauderdale or undertaking a lighting and boiler retrofit project in Seattle.

Baseline energy use and the allocation of risk

Before you can determine how much energy is being saved by ECMs, you have to know how much energy was being consumed before the ECMs were installed. This pre-ECM energy consumption is referred to as the baseline energy use, and it is the starting point for determining energy savings. The difference between the baseline energy use and the post-ECM installation energy use is the actual project savings.

What happens, though, when the baseline conditions change after the ECMs are installed? Say, for example, that two shifts were operating in the building when the baseline was established; now—at some point after the ECMs have been installed—building occupancy is scaled back to one shift. Who takes responsibility when the conditions under which the baseline was established change? And how is contract compliance determined in the wake of such changes?

The guideline’s standardized M&V procedures cover factors that can affect the baseline conditions, so valid before-and-after energy use comparisons can still be made. Three factors could affect a project’s energy savings once it is up and running: (1) changes in baseline conditions (typically the owner’s responsibility), (2) changes in equipment performance (ESCO’s responsibility), and (3) changes in conditions out of the control of the owner or the ESCO (such as the weather).
Collectively, such changes comprise the risk inherent within an ESPC contract. The guideline discusses who is responsible—the government or the ESCO—for shouldering the burden of these unforeseen changes. It also clearly allocates the risk associated with each party. By following the guideline, both the ESCO and the Federal agency involved in the ESPC contract understand where responsibility lies for ECM operation, maintenance, and performance throughout the life of the contract.

The three M&V options

ECMs vary substantially in their level of complexity. For example, for relatively straightforward lighting retrofit projects, assessing energy savings can often be accomplished with limited effort. On the other hand, projects that have a high degree of interaction among multiple energy-consuming systems—such as high-performance windows and automatic building controls—can be difficult to assess.

The guideline takes into account the varying complexity of ECM performance by providing three broad M&V options—referred to as Options A, B, and C—that can be used individually or in combination to determine the savings realized from any ECM, regardless of the complexity of its energy-saving mechanisms.

All three options are based, in part, on the ECM’s "potential to perform," and verification begins by determining that the ECM is performing as expected. For example, if high-efficiency lighting is installed in a building, the ESCO guarantees the fixtures will perform to the levels specified by the manufacturer. A relatively simple monitoring program would then be used to verify that the lights are indeed performing as guaranteed.

Option A is the least complicated of the M&V options and is applied to projects in which the potential to perform needs to be verified, but the actual energy use can be determined through engineering calculations and statistical methods. Under Option A, verification entails ensuring that the installed ECMs meet the contractual performance specifications in terms of quantity, quality, and rating and that they continue to do so throughout the term of the contract. Option A does not involve long-term measurements, but regularly scheduled inspections and short-term metering or spot measurements will likely be conducted to ensure the performance goals are being met. In general, the performance of end-use-based ECMs such as lighting efficiency and fully loaded motors can be verified using Option A techniques.

Option B verifies the same items as Option A but also verifies actual achieved energy savings during the term of the contract using long-term or permanently installed metering/monitoring systems. Option B would be applied, for example, to verify the performance of ECMs whose energy use is affected by external variables such as weather patterns or inconsistent operating schedules. Depending on the operating environment, ECMs such as variable-speed drives and chillers would be likely candidates for Option B verification techniques. Essentially, Option B entails long-term measurements for capturing substantial operating variations that cannot be accurately assessed using the engineering and spot-metering techniques stipulated in Option A.

Option C determines energy savings at the whole-building level and is applied to projects in which the effect of the ECMs cannot be accurately assessed by measuring the before-and-after energy use of an isolated component or system. Option C is used, for example, when the ECMs installed interact extensively with each other, making the performance of a single ECM extremely difficult to quantify. Option C verification techniques involve whole-building metering using hourly performance data or utility billing data.

Selecting the proper M&V option for a project depends primarily on the site-specific conditions. Cost is also a factor. The M&V component of an ESPC contract should be sized to the value of the project. Or put another way, the value of the information provided by a project’s M&V procedures should be proportional to the value of the project. As a rule of thumb, M&V costs should fall within 3% to 10% of typical project cost savings.

For More Information

FEMP Help Desk:
(800) DOR-EREC (363-3732)
Internet: http://wwweren.doe.gov/femp

Eric Concannon
Lawrence Berkeley National Laboratory
(510) 486-6544
EConcannon.lbl.gov

Elizabeth S. Shaver, Director
Federal Energy Management Program, EE-90
U.S. Department of Energy
1000 Independence Avenue, SW
Washington, DC 20585
(202) 586-5772
Fax: (202) 586-3000

Printed with renewable-source ink on paper containing at least 50% wastepaper, including 20% postconsumer waste
### Appendix F: Partial LighTec, Inc. Project List

<table>
<thead>
<tr>
<th>Governmental/Institutional</th>
<th>Commercial/Industrial/Healthcare</th>
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<tbody>
<tr>
<td>SAU# 12 Londonderry, NH</td>
<td>New Hampshire Ball Bearing, Laconia, NH</td>
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<tr>
<td>SAU# 15 Hooksett, NH</td>
<td>GE - Aircraft, Hooksett, NH</td>
</tr>
<tr>
<td>SAU # 1 Peterborough, NH</td>
<td>GE - Meters, Somersworth, NH</td>
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<td>SAU # 3 Berlin, NH</td>
<td>Bronze Craft, Nashua, NH</td>
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<td>SAU # 6 Claremont, NH</td>
<td>St. Gobain Crystals, Milford, NH</td>
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<td>SAU # 10 Conway, NH</td>
<td>St. Gobain Performance Plastics, Merrimack, NH</td>
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<td>SAU # 14 Epping, NH</td>
<td>Hy-Ten Plastics, Milford, NH</td>
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<tr>
<td>SAU # 18 Franklin, NH</td>
<td>Freightliner of New Hampshire, Londonderry, NH</td>
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<td>SAU # 19 Goffstown, NH</td>
<td>Taggart Ice, Inc., Nashua, NH</td>
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<td>SAU # 25 Bedford, NH</td>
<td>Northstar Steel and Aluminum, Manchester, NH</td>
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<td>SAU # 28 Windham, NH</td>
<td>Enterasys Networks, Rochester, NH</td>
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<tr>
<td>SAU # 29 Keene, NH</td>
<td>HCP Packaging, Hindsdale, NH</td>
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<tr>
<td>SAU # 39 Amherst, NH</td>
<td>Standard Hardware Distributors, Nashua, NH</td>
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<td>SAU # 42 Nashua, NH Gyms</td>
<td>PEP Direct, Wilton, NH</td>
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<td>SAU # 42 Newport, NH</td>
<td>DRS Codem, Merrimack, NH</td>
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<tr>
<td>SAU # 44 Northwood, NH</td>
<td>Hutchinson Sealing Systems, Newfields, NH</td>
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<tr>
<td>SAU # 66 Hopkinton, NH</td>
<td>Gilchrist Metal Fabricators, Hudson, NH</td>
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<tr>
<td>SAU # 67 Bow, NH</td>
<td>Life is Good, Hollis, NH</td>
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<td>US Postal Service Nashua PMPC-Nashua, NH</td>
<td>Delta Education, Nashua, NH</td>
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<td>Town of Tilton, NH</td>
<td>Grappone Collision Center, Bow, NH</td>
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<td>Town of Alton, NH</td>
<td>Atrium Medical, Hudson, NH</td>
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<td>Town of Bow, NH</td>
<td>Airmar, Milford, NH</td>
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<td>Town of Londonderry, NH</td>
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<td>Town of Derry, NH</td>
<td>Cole Haan, Greenland, NH</td>
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<td>Manchester-Boston Regional Airport-Manchester, NH</td>
<td>Vnetek, Londonderry, NH</td>
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<td>Manchester, Fire Department, Manchester, NH</td>
<td>Mass Design, Nashua, NH</td>
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<td>Manchester Police Department, Manchester, NH</td>
<td>Liberty Research, Gonic, NH</td>
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<td>Nashua City Hall, Nashua, NH</td>
<td>McDevitt Mac/Volvo/Sterling, Manchester, NH</td>
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<td>Nashua DPW, Nashua, NH</td>
<td>Law Warehouses Bldg. 8, Nashua, NH</td>
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<td>Town of Conway, NH</td>
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<td>Derry Police Department, Derry, NH</td>
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<tr>
<td>University of Maine, Orono</td>
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<tr>
<td>Rivier College-Education Building, Nashua, NH</td>
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<tr>
<td>Clark University, Worcester, MA</td>
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</table>
Appendix G: Letter of Commendation

Jim Grady
LighTec
35 Depot Street
Merrimack, NH 03054

Dear Jim,

I want to thank you for coming into school and working with my classes. Your expert instruction on commercial energy auditing and lighting were of great use to my students. They (and I) appreciate both the technical information you were able to provide as well as the contextual information that only a seasoned energy services professional could provide. I found our discussion of the relative importance of envelopes in large commercial buildings to be particularly enlightening.

The success of the LRCC Energy Services Program is dependent upon our ability to get people like you to come in and share their knowledge and experience with our students. Again your generous work has been most helpful and is most appreciated.

Thanks again and warm regards,

[Signature]

Wes Golomb, Program Coordinator
Energy Services and Technology Program
Appendix H: Required Subcontractor Information\(^{16}\) and LighTec, Inc. Employee Resumes

**Subcontractor Information**

<table>
<thead>
<tr>
<th>Subcontractor Contact Information</th>
<th>Description of Subcontractor Organization and Abilities</th>
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<tbody>
<tr>
<td>Chamberlin Enterprises LLC</td>
<td>Master Electrician in MA and NH. 20 years experience in all aspects of electrical work including, but not limited to, retrofitting existing fixtures, new installs, running pipe and wire, job estimating, building code.</td>
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<tr>
<td>Richard Chamberlin</td>
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</tr>
<tr>
<td>216 Central Street</td>
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<tr>
<td>Hudson, NH 03051</td>
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</tr>
<tr>
<td>Obin Electric</td>
<td>Master Electrician in MA and NH. 30 years experience in all aspects of electrical work including, but not limited to, retrofitting existing fixtures, new installs, running pipe and wire, job estimating, building code.</td>
</tr>
<tr>
<td>Paul Obin</td>
<td></td>
</tr>
<tr>
<td>371 Whitehall Road</td>
<td></td>
</tr>
<tr>
<td>Hooksett, NH 03106</td>
<td></td>
</tr>
<tr>
<td>Shepherd Electric</td>
<td>Master Electrician in MA, NH and ME. 25 years experience in all aspects of electrical work including, but not limited to, retrofitting existing fixtures, new installs, running pipe and wire, job estimating, building code.</td>
</tr>
<tr>
<td>Scott Shepherd</td>
<td></td>
</tr>
<tr>
<td>45 State Street</td>
<td></td>
</tr>
<tr>
<td>Augusta, ME 04330</td>
<td></td>
</tr>
<tr>
<td>Compressor Energy Services, LLC</td>
<td>Compressor Energy Services, LLC has performed compressed air system engineering studies for over 25 years. CES has been involved in some of the very first utility-rebated VFD compressor installations in New England. CES uses the end-to-end system analysis methodology espoused by Compressor Energy Solutions.</td>
</tr>
<tr>
<td>Jeff Wright</td>
<td></td>
</tr>
<tr>
<td>PO Box 6127</td>
<td></td>
</tr>
<tr>
<td>Amherst, NH 03031</td>
<td></td>
</tr>
<tr>
<td>Control Technologies Inc.</td>
<td>Control Technologies, Inc. installs and maintains the systems that help keep buildings and facilities comfortable, safe, secure, and cost efficient. They specialize in computer-based automation systems for manufacturing and industrial processes and provide innovative solutions for web-based monitoring and energy management.</td>
</tr>
<tr>
<td>Barry Bolduc</td>
<td></td>
</tr>
<tr>
<td>70 Zachary Road</td>
<td></td>
</tr>
<tr>
<td>Manchester, NH 03109</td>
<td></td>
</tr>
<tr>
<td>Elliott Controls, Inc.</td>
<td>Elliott Controls, Inc. is a highly experienced energy management system vendor with over 20 years experience in HVAC and Industrial process control systems.</td>
</tr>
<tr>
<td>David Peters</td>
<td></td>
</tr>
<tr>
<td>10 Northern Blvd., Unit 4</td>
<td></td>
</tr>
<tr>
<td>Nashua, NH 03031</td>
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<tr>
<td>Merrimack Valley Corp</td>
<td>Merrimack Valley is a full service mechanical contractor with over 22 years experience. Their service areas include design and build HVAC construction, rooftop unit replacement, building automation, ventilation and exhaust, and refrigeration.</td>
</tr>
<tr>
<td>Andrew Turco</td>
<td></td>
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<tr>
<td>15 Aegean Drive, Unit #3</td>
<td></td>
</tr>
<tr>
<td>Methuen, MA 01844</td>
<td></td>
</tr>
<tr>
<td>Progressive Energy, Inc</td>
<td>Progressive Energy, Inc has been in business for over 20 years. They specialize in high efficiency infrared heaters for commercial and industrial use.</td>
</tr>
<tr>
<td>Glen Mangan</td>
<td></td>
</tr>
<tr>
<td>PO Box 10419</td>
<td></td>
</tr>
<tr>
<td>Bedford, NH 03110</td>
<td></td>
</tr>
<tr>
<td>WV Engineering Associates, PA</td>
<td>WV Engineering is a full service HVAC, Energy Analysis, Electrical and Communications Wiring consulting engineering firm. Their staff of experienced Professional Engineers assists with construction engineering related tasks, including building analysis / energy modeling and system commissioning.</td>
</tr>
<tr>
<td>Mark D. Vincello, PE</td>
<td></td>
</tr>
<tr>
<td>11 King Court</td>
<td></td>
</tr>
<tr>
<td>Keene, NH 03431</td>
<td></td>
</tr>
</tbody>
</table>

\(^{16}\) See Attachment I for Subcontractor Letters of Commitment.
EXPERIENCE OVERVIEW
Ms. Beliveau has been in sales and marketing for over 12 years. She has developed a very strong work ethic based on honesty, integrity and putting the client first. She excels at multi-tasking in a fast paced environment. She is proficient in word processing, spreadsheets, databases, scheduling and telephone skills such as cold calling. Her proven track record for inside and outside sales is self-evident.

EDUCATION
High School Wakefield High School, 1966

PROJECT EXPERIENCE
Sales and Marketing Manager, LighTec, Inc. 2004. As the sales and marketing manager, Ms. Beliveau is responsible for generating sales leads, negotiating contracts, and resolving customer service issues. In addition, she is responsible for developing and maintaining close relationships with State and local political committees and Chambers of Commerce focusing on energy issues. Since 2004, Ms. Beliveau has increased sales from $900,000 to $1.7 million

Marketing Material Development, LighTec, Inc. 2004. Beginning in 2004, Ms. Beliveau updated and created new marketing materials for print and trade shows. In addition she managed the complete overhaul of the LighTec, Inc. web site which generated a 25% increase in new business. She also has given several presentations and school programs and events.

Design and Implementation of Sales and Marketing Tools to Track Sales. In 2004 when Ms. Beliveau joined the company there was no interactive sales and marketing software in place. The company now has an off site graphic designer for their advertising/trade show presentations and Sales Force sales software has been implemented which now makes it possible to accurately plot sales and develop forecasts. The implementation of these two tools has increased sales by 125%.

CORE Utility Staff Liaison. Ms. Beliveau has developed a professional working relationship with the CORE utilities. She has taken their program worksheets and had LighTec’s IT department develop a program within our audit model that would generate the CORE utilities required information. This has eliminated the “human error” factor when filling out the program rebate forms. She also works with the Large and Small Commercial representatives to develop lighting efficiency projects for their customers as well as keeping them informed of project progress. She attends CORE utility meetings when necessary at the PUC.

ENERGY STAR Service and Product Provider Partner. Ms. Beliveau enhanced our exposure on the ENERGY STAR web site and had a SPP Success Story published highlighting LighTec’s project with New Hampshire Ball Bearings. She is currently working on a second success story for our General Electric-Somersworth, NH project.

Greater Manchester Chamber of Commerce Green Committee. Ms. Beliveau is the company’s representative for the GMCC Green Committee. She also was instrumental in having LighTec, Inc. be a major sponsor of the GMCC “That Green Thing” seminar highlighting energy conservation and alternative energy solutions.

Technical Needs, Medical Division, Recruiter/Scheduler, 2002-2004. Develop and follow-up on leads and needs for new and old clients. Troubleshoot client questions and concerns. Recruit and develop a talented pool of medical professionals for placement. In three months grow Medical Division from $8,000 per week to $18,000
K L Jack, Inside Sales, 2000-2002. Develop and follow-up on leads for new and old clients. Trouble shoots client questions and concerns. In one year sold over $300,000. Received monthly bonus for goals met nine months in a row.


Sugar River Investment Services, Registered Admin. Assist. /Representative. 1996-1998. Develop customer relationships within the community as well as follow up on customer requests. Make sure all records met with Compliance guidelines. Prepared for annual audits and passed. Operate the department in the absence of the Investment Director. Set up seminars, workshops and meetings for myself and the Investment Director. In 6 months built a “book” of over $500,000 worth of assets under management.

EMPLOYMENT HISTORY

LighTec, Inc. Sales and Marketing Manager 2004-Present
Technical Needs, Medical Division Recruiter/Scheduler 2002-2004
K L Jack Inside Sales 2000-2002
Sugar River Investment Services Registered Administration 1996-1998

COMMITTEES AND AWARDS

Member of the Sutton Planning Board, 2001 – Present.
President, Get A Ribbon, LLC, 2007 – Present.
Member of the GSE2 Program, the Jordan Institute, 2008 – Present.
Member of the CORE Programs-Low Income Weatherization & FCM, 2004 – Present.
Member of the NH Businesswomen's Organization, 1996 – Present.
Co-Chairperson, Sutton Master Plan Committee, 2001– Present.

CERTIFICATIONS AND TRAINING

Franklin Pierce College, Economics 1990
EXPERIENCE OVERVIEW

Mr. Grady has over thirty-five years experience in the energy-efficiency industry. He is the founder of LighTec, Inc., an energy services company. Previously, Mr. Grady was the Energy Engineer for Digital Equipment Corporation. In this capacity he co-developed a network of plant level energy coordinators and networking energy efficiency programs world wide. In 1984 Jim accepted a Special Recognition Award for Energy Innovation on behalf of the Digital Equipment Corporation from the State of New Hampshire and the federal Department of Energy. In addition, as an independent consultant Mr. Grady created a solar energy curriculum and course materials and presented his idea to teach a course in solar heating and energy efficiency at the local community college. The course was approved, and well attended.

EDUCATION

Bachelor of Science, Industrial Engineering & Management, Lowell Technological Institute, Lowell, Massachusetts, 1974.

PROJECT EXPERIENCE

LighTec, Inc. Management Experience

Founder and CEO of LighTec, Inc. 1990-Present. For over 18 years, under Mr. Grady’s direction, LighTec, Inc. has completed energy audits focused upon electrical energy savings including lighting systems, motors, motor controls and water heaters of 4.2 million square feet of industrial, institutional educational and retail space throughout New England. Mr. Grady designs the projects to pay for themselves by reducing the electricity costs to pay for themselves through positive cash flow or Paid From Savings Projects. LighTec is the single largest provider of these utility driven Paid-From-Savings Projects within this state.

Audit Model Development, 2004-2007. Mr. Grady developed the functional specification and software vendor selection of an advanced SQL based data base management and report writing program. This program provides LighTec, Inc. and its clients the ability to model a broad range of lighting systems. The software allows its user to determine the economics of nearly any combination of existing and proposed lighting scenarios including multiple lighting systems within a room under evaluation. It also calculates the economics (cost effectiveness) of various control schemes including daylight switching, dimming and occupancy sensor applications. It also calculates the effect of third party rebates on the economics of specific measures.

Public Outreach Training, Lakes Region Community College 2009. Mr. Grady developed and taught seminars on energy auditing and high efficiency lighting techniques for students and faculty of the Lakes Region Community Colleges Energy Services and Technology Program. These one-day seminars centered on state of the art lighting design applications in relation to field audits. The curriculum centered on in-class and field auditing practices.

Adjunct Faculty Member, Energy Efficiency and Solar Heating Technology, Mt. Wachusetts Community College, 1983-1984. Mr. Grady created a solar energy curriculum and course materials and presented his idea to teach a course in solar heating and energy efficiency. The course was approved and well attended.

State Legislature Activities 1999-Present. Mr. Grady actively encourages and participates in public policy discussion regarding energy supply and demand with emphasis on how New Hampshire legislature proposed legislation could affect LighTec, Inc.’s clients. He has submitted written testimony in support of the Regional Greenhouse Gas Initiative Legislation before House and Senate hearings. In 2008 he was appointed by the PUC Chairman to serve on the Energy Efficiency and Sustainable Energy Board as a non-voting member. Mr. Grady has taken a leadership role in working to organize a New Hampshire Energy Services Industry. His interest is causing the young industry to focus towards participation in the green job economy. This initiative is growing out of the Green House Gas Reduction Fund and Federal stimulus for low-income weatherization and energy efficiency block grants for municipalities.
**Digital Equipment Corp. Management Experience**

**Energy Engineer The Digital Equipment Corp. 1983-1990.** Mr. Grady developed a control system for automatic daylight switching of lighting in lobbies, atriums, and perimeter spaces when daylight conditions allowed. Mr. Grady received special recognition award from the US Department of Energy.

Developed and maintained an energy tracking and reporting system for all of Digital’s buildings that allowed compliance with federal law and the measurement of the success of various energy efficiency programs implemented over time.

Worked with others to create energy coordinator job descriptions within the plant engineering departments of Digital’s leased and owned facilities.

Conducted annual energy coordinator meetings highlighting success stories and promoting recognition for those facility managers and energy coordinators who helped the corporation manage its energy costs.

**EMPLOYMENT HISTORY**

<table>
<thead>
<tr>
<th>Company/University</th>
<th>Position</th>
<th>Years</th>
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</thead>
<tbody>
<tr>
<td>LighTec, Inc.</td>
<td>Owner, CEO</td>
<td>1990 – present</td>
</tr>
<tr>
<td>Digital Equipment Corporation</td>
<td>Regional Energy Manager</td>
<td>1988-1990</td>
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<tr>
<td></td>
<td>Assistant Energy Manager</td>
<td>1986-1988</td>
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<tr>
<td></td>
<td>Energy Engineer</td>
<td>1983-1986</td>
</tr>
<tr>
<td>Mt. Wachusetts Community College</td>
<td>Adjunct Faculty Member Energy Efficiency and Solar Heating Technology</td>
<td>1983-1984</td>
</tr>
<tr>
<td>Data General</td>
<td>Manufacturing Quality Control Supervisor</td>
<td>1973-1975</td>
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<tr>
<td>MIT Lincoln Labs</td>
<td>Electronics Technician</td>
<td>1970-1973</td>
</tr>
<tr>
<td>Sprague Electronics</td>
<td>Quality Control Supervisor</td>
<td>1969-1970</td>
</tr>
<tr>
<td>United States Navy</td>
<td>Radioman</td>
<td>1967-1969</td>
</tr>
</tbody>
</table>

**COMMITTEES AND AWARDS**

Member Energy Efficiency and Sustainable Energy Board.

NH Business Review, Business Excellence Award winner, 2008

Member of the EE&SB Workforce Development Subcommittee

Past Member of the New Hampshire Public Utility Commissions Energy Efficiency Working Group.

Member Greater Manchester Chamber of Commerce Green Committee, NH Business and Industry Association


Past member Massachusetts Electric Companies Demand Side Advisory Board.

Special recognition award from NH Gov. Energy Office and Federal DOE for energy innovation.

**CERTIFICATIONS AND TRAINING**

Jim has attended scores of specialty training courses on energy efficiency topics during his career.
Nancy L. Gray  
Office Manager  

EXPERIENCE OVERVIEW  
Ms. Gray has over 23 years experience in office management and general accounting. Her work and education history reflects the strong willingness to assist a company to grow to its full potential.  

EDUCATION  
Accounting & Management Courses – Bentley College, Waltham, MA  
Excel Courses – Derry, NH, Adult Education Program  

PROJECT EXPERIENCE  
Office Manager, LighTec, Inc., LighTec, Inc. 2007-Present. Ms. Gray’s duties include but are not limited to Ordering material for sold lighting projects from the bill of materials generated by LighTec Inc.’s audit model. She tracks shipments to either LighTec, Inc.or job sites. She tracks contractor’s hours and disbursements during the life of the project. She prepares general ledger entries and monthly balances accounts. She prepares and sends out monthly customer statements and follows up with delinquent accounts to arrange for payment of overdue invoices. Another aspect of her position is to reconcile monthly checking and payroll bank reports as well as make disbursements to the company Simple Plan. She also prepares quarterly federal and state payroll reports as well as yearly 1099 and W2 forms. Ms. Gray performs the daily backup of the main server.  

Bookkeeper/Administrator, United Tool & Die, Co., 1989-2007. Ms. Gray’s function with this company was to perform overall bookkeeping and Accounts Receivable, Accounts Payable function. She was charged with preparing weekly payroll, issue checks and print reports. She prepared general ledger entries and monthly balancing of accounts as well as prepare and send out monthly customer statements. She acted in the capacity of collecting delinquent accounts and arrange for payment of overdue invoices. Ms. Gray also maintained the commission accounts and issued checks as well as reconcile monthly checking and payroll bank reports. She prepared quarterly federal and state payroll reports and prepared yearly 1099 and W2 forms. Another aspect of her position was to oversee and train office staff and purchase all supplies for the office.  

EMPLOYMENT HISTORY  
Office Manager  
Bookkeeper/Administrator  

CERTIFICATIONS AND TRAINING  
Peachtree Accounting  
Quick Books Accounting  
Microsoft Excel  
Microsoft Word
EXPERIENCE OVERVIEW

Ms. Hoye, an Associate at LighTec, Inc., has fourteen years of experience in the energy-efficient lighting industry. Currently, as a part-time employee, Ms. Hoye conducts energy audits, engineers the projects and assists with general sales and marketing tasks. Ms. Hoye’s past work experience includes working for ICF International, where she managed the United States Environmental Protection Agency’s (EPA) ENERGY STAR® for residential new construction lighting initiative. Under this work she was responsible for the technical support, strategy, design, implementation and marketing of this high priority project. In addition, Ms. Hoye worked on the EPA’s ENERGY STAR Residential Light Fixtures Program under the administrative and sales and marketing task assignments. She also assisted in the outreach efforts for the DesignLights™ Consortium High Performance T8 (HPT8) Systems program coordinated by Northeast Energy Efficiency Partnerships (NEEP).

EDUCATION

Bachelor of Arts, History, University of New Hampshire, Manchester, New Hampshire, 1998
Associate of Arts, General Studies, University of New Hampshire, Manchester, New Hampshire, 1995

PROJECT EXPERIENCE

Under contract for NEEP’s HPT8 Systems program, Ms. Hoye contributed to the creation of the programs marketing and technical materials and assisted with the industry recruitment efforts for this program. The goal of this regional initiative is to increase the stocking and promotion of HPT8 Systems by manufacturers, their reps, and distributors as well as to increase the specification of HPT8 Systems in state and local government procurement and increase customer demand. Ms. Hoye was responsible for reaching out to lamp and ballast manufacturers, manufacturer’s representatives, Energy Service Companies (ESCO) and appropriate government agencies to inform these parties of the program, and recruit their participation.

Under contract for EPA’s ENERGY STAR Residential Light Fixture work, Ms. Hoye managed a national effort to increase the penetration of ENERGY STAR qualified lighting fixtures in new construction. Ms. Hoye managed efforts that include outreach to new home builders, developers, lighting manufacturers, showrooms, electrical distributors and electric utilities.

Ms. Hoye managed the implementation of EPA’s ENERGY STAR Residential Light Fixture technical work for EPA. Under this work Ms. Hoye managed the ENERGY STAR qualified light fixture qualification process and provided day-to-day program administration, technical and marketing support to lighting manufacturing partners, Energy Efficiency Program Sponsors, and ICF International team members.

Ms. Hoye worked on the ENERGY STAR Residential Light Program activities for EPA. Under this work Ms. Hoye contributed to the development of marketing strategies for transforming the residential lighting fixture market. Ms. Hoye was also responsible for outreach support to the manufacturing participants of the program, the general public, the homebuilders and lighting showrooms and electrical distributors. This outreach included the development and implementation of training seminars.

Ms. Hoye has conducted detailed, investment grade, lighting energy audits in over 70 facilities throughout New England, with the majority in New Hampshire. Ms. Hoye was responsible for engineering a high quality, cost effective, turn-key lighting solution that was guaranteed to pay for itself from energy savings. As part of this process Ms. Hoye would specify product, work
with electrical distributors and manufacturers to price the job, produce project reports and present solutions to client.

As an added customer service Ms. Hoye provided her large and small commercial accounts with assistance in completing electric utility incentive worksheets. To that end she has worked closely with account managers from many New England Utilities including Public Service of New Hampshire, New Hampshire Electric Cooperative, National Grid (Granite State Electric, MA Electric, Narragansett Electric,) and Efficiency Vermont.

New Hampshire Electric Cooperative’s (NHEC) Winter 1999-2000 New Hampshire Lighting Catalog, NHEC, 1999-2000. As one of the fulfillment contractors working on this project, Ms. Hoye was the point of contact for the development of the NHEC, Winter 1999-2000 New Hampshire Lighting Catalog. Ms. Hoye managed this effort from start to finish. She worked closely with NHEC’s marketing contractor and their internal marketing team to select products, write copy, coordinate with manufacturers to provide graphics and, when photos were not available from manufacturers, provide them herself. She also managed order processing and shipment; warranty issues and worked closely with NHEC administrative and IT staff to ensure smooth transaction of data and high levels of customer satisfaction.

ENERGY STAR National Lighting Partner Meetings, US Environmental Protection Agency, David Shiller, 2003-2007. Ms. Hoye worked closely with EPA and other client contractors to develop and implement the national partner meetings for the lighting industry. These meetings, attended by approximately 125 people each, are focused on developing relationships between the utility, manufacturer and retailer ENERGY STAR partners so they may integrate elements of their marketing programs and leverage resources. Ms. Hoye assisted with the development of the agenda, solicitation of sponsors, coordination with speakers, marketing to potential attendees, developing presentations, on-site logistics and presenting.

Lighting Shows, US EPA, Peter Banwell and David Shiller, 2001 to 2004. Ms. Hoye attended LightFair International and the Dallas Residential Lighting (Buyers) Market to recruit manufacturers and showrooms into the ENERGY STAR for Residential Light Fixtures program. In addition, Ms. Hoye provided direct training to showrooms at the American Lighting Association seminars and committee meetings during the Bi-Annual Dallas Lighting Market.

**EMployment HISTORY**

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<tbody>
<tr>
<td>LighTec, Inc.</td>
<td>Associate</td>
<td>2008-Present</td>
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<tr>
<td>ICF International</td>
<td>Associate</td>
<td>2003-2007</td>
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<tr>
<td></td>
<td>Analyst</td>
<td>2001-2003</td>
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<tr>
<td>LighTec, Inc.</td>
<td>Account Manager</td>
<td>1998-2001</td>
</tr>
<tr>
<td></td>
<td>Lighting Analyst</td>
<td>1995-1998</td>
</tr>
<tr>
<td></td>
<td>Sales Support</td>
<td>1994-1995</td>
</tr>
</tbody>
</table>

**CERTIFICATIONS AND TRAINING**


**SELECTED PUBLICATIONS**


EXPERIENCE OVERVIEW
Ms. Kravitz’s technical background in the electrical and electronics fields extends over 17 years. Her 15 years of military experience gives her the depth necessary to undertake the complexities of performing her auditing functions in addition to possessing the skills to successfully project manage. Ms. Kravitz has over ten years of experience in communications with the US Army in times of peace and conflict. She is an experienced supervisor with a successful record of training and building proficient, cohesive teams.

EDUCATION
Southern New Hampshire University, Manchester NH, 2008
Keene State College, Keene NH , 1993 - 1998
Central Texas University, Kuwait, 2003-2004
Universal Waste Management for NH and ME, 2005

PROJECT EXPERIENCE
Investment Grade Lighting Energy Audits, Various Accounts, 2006-Present. Ms. Kravitz has conducted detailed, investment grade, lighting energy audits in over 10 facilities throughout New England, with the majority in New Hampshire. Ms. Kravitz is responsible for engineering high quality, cost effective, turn-key lighting solutions that was guaranteed to pay for themselves from energy savings. As part of this process Ms. Kravitz specifies products, work with electrical distributors and manufacturers to price the job, produce project reports and present solutions to client.

Project Management, Various Accounts, 2006-Present. Ms Kravitz managed multiple projects at various stages of design, development and implementation and provided on-site presence during project implementation to ensure quality control and specifications maintenance by contractors during building of projects. She was also responsible for the environmentally safe recycling and disposal of material from job sites.

Operations Management, 2004-2006. Ms. Kravitz developed SOP’s to increase productivity levels, restructured operations to maximize revenue and minimize costs. She was responsible for recruitment, hiring, training and managing staff in two facilities. Her responsibility was also focused on the maintenance of both facilities in accordance with state and federal guidelines. She also scheduled and dispatched incoming and outgoing loads of 400,000 pounds monthly. She also created, maintained and managed daily inventory reports as well as originated and implemented data security processes for all facilities.

Supervisor 2002-2008. During her time with the military she worked closely with Department of Defense contractors to provide electrical and carpentry services in Kuwait. Under her supervision her crew built reinforcements for vehicles, and restored dølapilated buildings, increasing safety for US military forces. When necessary she operated heavy equipment to build and maintain roads and new structures as well as construct concrete loading ramps and sterile environments in varying desert camps for cleaning and preparing equipment for return to the US.

Communications Specialist 1992-2002. Ms. Kravitz performed wire systems installation, including fiber optic, telephone, computer network, voice, and radio systems. Installed, configured, and maintained military, commercial, and TACLAN communications prior to and during training exercises. She provided training for all levels of personnel on various subjects including computer skills, wire systems, radios, and antenna systems. Ms. Kravitz also set up and maintained communications for real-world training exercises affecting over 5000 military personnel, which ensured secure communications throughout exercises, with seamless service.
EMPLOYMENT HISTORY

LighTec, Inc. Associate 2008-Present
LighTec, Inc. Project Manager 2006-Present
Endo of Life Electronics, Inc. Operations Manager 2004-2006
US Army Reserve Supervisor 2002-2008
NH Army National Guard, Manchester, NH Communications Specialist 1992-2002

MILITARY CERTIFICATIONS AND TRAINING

Engineer Training, Camp Grafton ND
Diploma, Wire Systems Installations, Fort Gordon GA
Diploma, Basic Training, Fort Jackson SC Certificate, Electrician’s Course, Correspondence
Certificate, Signal Support Systems, Correspondence
Diploma, Interior Electrician, Camp Grafton ND
Certificate, Primary Leadership Course, Correspondence
Diploma, Common
March 9, 2009

Dear GHGER Fund Manager,

Chamberlin Enterprises LLC of Hudson, N.H. are working together with Lightee, Inc. of Merrimack, N.H. to construct the energy efficiency projects that are outlined in their RFP.

We are looking forward to being of service to Lightee, Inc. on these projects.

Sincerely,

Richard Chamberlin
Richard Chamberlin
March 16, 2009

GHGCR Fund Manager
Public Utilities Commission
21 South Fruit Street
Suite 10
Concord, NH 03301

Dear GHGCR Fund Manager,

Central Technologies Inc of Manchester, NH is working with Lightec Inc. of Merrimack, New Hampshire to construct the energy efficiency projects that are outlined in their RFP.

We are looking forward to billing for services to Lightec, Inc. on these projects.

Sincerely,
Central Technologies Inc

Barry Bolduc
Account Manager
Jim,

Thank you for sending the RFP. It sounds like RGGI will promote some ideas which we already implement in our standard building automation systems. For example, electric metering for demand-based control of HVAC equipment output, fuel consumption reduction through optimized controls, lighting controls, and many other performance improvements. These are our specialties and Elliott Controls will work with you to provide systems that will meet the goals outlined in the RFP.

Thanks again.

Sincerely Yours,

David M. Peters
March 19, 2009

Dear GHG [First Name] and Manager,

Merrimack Valley Corp of Methuen, MA is working with Lightec, Inc. of Merrimack, New Hampshire to construct the energy efficiency projects that are outlined in their RFP.

We are looking forward to being of service to Lightec, Inc. on these projects.

Sincerely,

[Signature]

Andrew Turco
Commercial Estimator
Energy Consultant
aturoco@mvalleycorp.com
978-812-9152
March 19, 2005

Dear GHG/G Fund Manager,

Paul Ohin Electric of Hooksett, NH is working with LightTea, Inc. of Merrimack, NH, and is scheduled to construct the energy efficiency projects that are outlined in their RFP.

We are looking forward to being of service to LightTea, Inc. on these projects.

Sincerely,

Paul Ohin

Paul Ohin Electric
Dear CHGER Fund Manager,

Shepherd Electric of Augusta, Maine is working with LighTec, Inc. of Merrimack, New Hampshire to construct the energy efficiency projects that are outlined in their RFP.

We are looking forward to being of service to LighTec, Inc. on these projects.

Sincerely

Scott Shepherd