

STATEMENT OF QUALIFICATIONS
DESIGN/BUILD ENERGY PERFORMANCE CONTRACTING SERVICES



PREPARED FOR

THE CITY OF BEAUMONT, CALIFORNIA

JULY 31, 2019

135 S. State College Boulevard, Ste. 265
Brea, CA 92821

P: (909) 255-5682
F: (480) 499-9170

ameresco.com

COVER LETTER

July 31, 2019

Kari Mendoza, Administrative Services Director
City of Beaumont
550 E. 6th Street
Beaumont, CA 92223

Re: Statement of Qualifications – Design/Build Energy Performance Contracting Services

Members of the Selection Committee:

On behalf of the Ameresco team, thank you for the opportunity to participate in the City of Beaumont's Request for Qualification – Design/Build Energy Performance Contracting Services. Beaumont's tagline is "A City Elevated;" and while Beaumont literally sits at the top of the San Gorgonio Pass at 2,600 feet above sea level, the City has also "risen above" many challenges to exemplify the highest standards of integrity in public service. *Ameresco is excited about the opportunity to partner with the City of Beaumont to support this ongoing commitment to the community by delivering a project that demonstrates fiscal responsibility, transparency, and environmental stewardship.* As the largest independent energy services company in the United States with over \$6 billion in energy and water infrastructure projects throughout North America, we are committed to providing transparent pricing, innovative energy efficiency and supply options, and a highly experienced project team in order to earn your business. We pride ourselves on being big enough to develop and implement complex projects, but flexible and nimble enough to meet our client's individualized needs.

In collaboration with the City we will jointly develop solutions that maximize the impact of utility and operational savings, while remaining sensitive to the various high-priority projects that the City has underway. We will deliver a turnkey project that provides the following benefits to the City:

- *Jointly develop, "open-protocol" solutions that account for short- and long-term plans for facilities use;*
- *An innovative, vendor-neutral and engineering-based approach to our proposed solutions;*
- *A showcase project with clear benefits and measurable outcomes easily communicated to stakeholders;*
- *A comprehensive, strategic approach addressing both the usage and supply side of energy;*
- *Alignment with the City's existing planning and budgeting processes.*

As noted in the 2018 State of the City address, the City's focus areas of expanding and enhancing core infrastructure, facilitating economic balance, securing raw resources for future development, and efficiently managing resources resonate deeply with Ameresco. Our desire is to provide you with the service you expect while demonstrating fiscal responsibility and helping you achieve those goals. Should you have any questions or require additional information, please do not hesitate to reach out to your primary contact, Kelsey Gormley, Account Executive, at 909.255.5682 or via email at kgormley@ameresco.com.

Respectfully,



Bob Georgeoff, Vice President
Ameresco, Inc.



PREPARED FOR

THE CITY OF BEAUMONT, CALIFORNIA

July 31, 2019

REQUEST FOR QUALIFICATIONS FOR

DESIGN/BUILD ENERGY PERFORMANCE CONTRACTING SERVICES

PRESENTED BY

Ameresco, Inc.

135 S. State College Boulevard, Suite 265

Brea, California 92821

T: 909.255.5682 • F: 480.499.9171



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TAB ONE: FIRM INFORMATION

- Legal name and address of Firm, principal place of business, legal form of entity

Ameresco, Inc. (NYSE: AMRC) will serve the City of Beaumont (City) from its office in Brea, California, with support from its offices in Los Angeles, Ontario, Palo Alto, Temecula, and Walnut Creek, as well as from Ameresco's Regional Headquarters located in Phoenix, Arizona. This team of professionals has a strong history and reputation throughout California and will co-author solutions that meet the fiscal, operational, and environmental goals of the City while supporting the local California community.

BREA

135 S. State College Boulevard, Suite 265
Brea, California 92821

LOS ANGELES

777 S. Alameda, Second Floor
Los Angeles, California 90021

REGIONAL HEADQUARTERS

2375 E. Camelback Road, Suite 400
Phoenix, Arizona 85016

CORPORATE HEADQUARTERS

111 Speen Street, Suite 410
Framingham, Massachusetts 01701

Ameresco maintains 58 offices throughout North America. Contact information for office locations can be found at www.ameresco.com/ameresco-office-locations or by calling 866.AMERESCO.

- Company Overview and Organizational Structure
- Company History, Financial Strength, and Stability

Incorporated on April 25, 2000, Ameresco is a leading independent provider of comprehensive energy services, including comprehensive energy and design/build services, including energy conservation, energy analytics, renewable energy generation, and supply management, for clients throughout North America and the United Kingdom, delivering long-term value through innovative systems, strategies, and technologies.

Ameresco's only business is energy and water, and the execution of performance-based solutions is the core function supported by our dedicated company of professionals. Our team of experts will develop and deliver custom solutions that meet the unique energy conservation, economic, operational, and sustainability goals of the City. As an American-owned Energy Service Company (ESCO), Ameresco is unique in that we are both **vendor neutral** and **technology agnostic** across all product/service lines and **independent of any parent company** or other competing lines of business. With over \$6 billion in successfully completed energy projects, Ameresco is a leading provider of energy and water services with one of the largest portfolios of government clients in the industry. Our clients appreciate that all decisions are made locally versus overseas and the financial impacts of our projects stay at home instead of being sent abroad. This ensures an attention to detail and commitment from our executive leadership and all employees, which ultimately results in successful and timely project completion and more financial savings for our clients.

Since Ameresco's inception, we have designed and implemented over \$6 billion in energy projects. Over the past five years, we have completed over \$3.4 billion in energy projects for government entities throughout North America, including [cities and counties](#), [federal government](#), [K-12 public and private schools](#), [higher education institutions](#), state agencies, commercial and industrial clients, and non-profit organizations.



The City's RFQ requires that the responding ESCO be a member of the National Association of Energy Service Companies (NAESCO). **Ameresco was the first energy services provider accredited by the National Association of Energy Service Companies (NAESCO).** With experience in every corner of North America, we understand the unique regulatory requirements of each locality and market in which we work, from Federal agencies to local school districts. NAESCO accreditation is a rigorous examination of a company's core competencies and business practices. The examination includes an evaluation of the precise nature of the applicant's business; the range of measures and services offered to customers; the availability of a performance-based project approach; ethical business practice commitment; project engineering and design, financing, project management, operations and maintenance capabilities; and the capability to verify and monitor energy cost savings. Ameresco met, and embodies, all these criteria. Furthermore, Ameresco is an active member of the energy efficiency and renewable energy industry, with memberships in local, national and international organizations, including the **Energy Services Coalition**. Our consistent and perpetual engagement with the energy industry provides the opportunity to not only learn of the latest technological innovations and legislative changes that impact our clients, but to become active participants in the process.



CALIFORNIA EXPERIENCE:

The City of Beaumont's Minimum Qualifications Section of this Request for Qualification requires that an ESCO company be established in the state of California for a minimum of 10 years. Ameresco has been licensed in California (817191), performing energy generation and saving technologies and strategies since 2003. Ameresco has performed a wide variety of energy saving and renewable energy projects. With six fully staffed offices in the State, **Ameresco has completed over \$300 million in energy projects throughout California, including over 92 MW in renewable energy generation that has been awarded, is currently under construction, or has been completed.** As an added benefit to the City, the Account Executive for this project was previously employed by the City of Beaumont for several years and brings her extensive knowledge of the City's past efforts related to energy as well as an acute understanding of the unique challenges and opportunities that exist in Beaumont.

Ameresco's experience includes cities and counties in rural areas as well as the nation's urban centers. Because these projects can have a particularly significant impact on local economies, Ameresco strives to maximize employment of local subcontractors and vendors. We also understand that for many of our clients, these projects represent a unique opportunity to upgrade their facilities in an impactful, sustainable manner. Therefore, we take our "design-build" approach seriously and work to make sure that all decisions made from development to commissioning, are framed from the lens of the end users and occupants of these facilities. Ameresco recently completed a \$5.4 million project with the City of National City, to address critical infrastructure needs, enhance controls to monitor and manage energy, and to deploy renewable energy generation assets. Like Beaumont, National City's facilities are "recycled" public buildings that had lived numerous lives and served different functions. The challenges we encountered included a lack of accurate records, unforeseen hazards, and historical changes in occupancy that had adversely affected the functionality of existing building systems. Ameresco did not shy away from these challenges, but rather worked collaboratively to deliver a project that exceeded the City's expectations for energy savings and improved the facility maintenance operations significantly.

FINANCIAL STRENGTH AND STABILITY

Ameresco recognizes that it is paramount to have a partner that is not only technically qualified, but also financially strong, with a stable and solid track record of performance in the capital markets. With 2018 revenues of over \$787 million and a construction backlog exceeding \$1.97 billion, For the year ending 2018, Ameresco had total assets of approximately \$1.16 billion, cash in excess of \$60 million and an \$85 million credit facility. In addition, Ameresco maintains a \$1.0 billion surety credit facility, provided through Western Surety Company and Liberty Mutual Insurance Company acting as co-sureties. Ameresco has a \$1 billion backlog aggregate bonding capacity with a \$200 million single limit, demonstrating its financial strength and ability to deliver high quality projects on-time and on-budget. Both companies carry an AM Best Rating of 'A' with a financial size category of XIV and XV respectively.

As a publicly traded company, Ameresco's most current prospectus, including Balance Sheet and Cash Flow statement, is provided within our audited, publicly available 10-K and is located using the U.S. Securities and Exchange Commission website as follows:

<https://www.sec.gov/Archives/edgar/data/1488139/000148813919000022/amrc1231201810-k.htm>

- Total ESPC (guaranteed or not guaranteed) contracted value in the last 5 years.

The following provides a historical summary of the contract value for energy related services:

2014: \$651,227,000
 2015: \$630,832,000
 2016: \$593,241,000
 2017: \$574,171,000
 2018: \$684,998,000

- Total value of owned energy producing assets under energy supply agreements.

The total value of Ameresco-owned energy producing assets under energy supply agreements is approximately \$400M.

- Business Engagement Model

Ameresco understands that the City is looking for a partner to help achieve their energy goals as they relate to reducing operating costs and managing resources effectively. We believe that we are only as successful as our last project, and this philosophy underlies all our client engagements. Our goal is to assist the City in identifying the measures that are not only the most cost-effective, but also provide ancillary benefits such as operation and maintenance improvements, improved work environment for staff, upgraded public facilities, and increased

"Implementing energy-saving programs that help preserve our community's natural resources for future generations is a key component of our vision to be America's Premier Community."
 - Mayor Andy Hahn, City of Henderson

"Making Phoenix more sustainable isn't just the right thing to do, it also sparks innovation and creates exciting new economic opportunities. By partnering with Ameresco at our new processing plant, Phoenix is taking previously untapped raw biogas generated by wastewater treatment and turning it into a renewable energy source that can be sold. This cutting-edge partnership benefits our regional economy and environment at the same time. Phoenix has set ambitious sustainability and renewable energy goals, and this partnership will help us get there."
 - Mayor Greg Stanton, City of Phoenix

"By using the performance contract approach with Ameresco, we were able to address several important city priorities of improving our facilities, saving money and being environmentally proactive in reducing the use of energy."
 - Bernie Lynch, Former City Manager, City of Lowell

"One of the most exciting aspects of this project was the cost and financing structure. Energy savings guaranteed by Ameresco were bundled with funding support through utility incentives, a Federal grant, and low-interest loans. This financial package resulted in a project that was cash flow positive immediately — and will continue to become more profitable for the City as energy costs rise."
 - Debbie Sullivan, Administrative Services Director, City of Olympia, Department of Public Works

"Not only will these projects save the City money year after year, they have upgraded critical infrastructure without the need for capital funds. And the new LED streetlights have made the City safer at the same time."
 - Chris Gallagher, Interim Director of Buildings and Grounds, City of Fall River

public safety. Our business engagement model allows the City to lead the process and provides opportunities for staff input at all levels, from management to the day-to-day end users of the technologies selected. We also understand the importance of providing measurable outcomes and communicating project success to the various stakeholders, City staff, elected leaders, and the citizens of Beaumont. To this aim, we provide our clients with measurement and verification services which translate raw, energy data to useful and easily understood statistics.

Clients that select Ameresco as their energy partner can be certain they are dealing with a company who recognizes the importance of delivering high-quality products, systems, and services. Our experience has taught us that the long-term success of any project or relationship requires adherence to the quality process as a number-one priority and must be recognized as such at all levels in the organization. All Ameresco projects regardless of size or scope receive the same level quality and dedication.

Ameresco is growing rapidly in California and has a large base of successful projects spanning multiple end markets, all with customers that continue to engage us for additional phases of work and to collaborate with them into new markets and solving complex challenges. Our client-focused approach has resulted in 54% of our customers approving multiple phases of work over the last five years with Ameresco's team in the Southwest Region. This statistic reflects the time and effort that we take to build an ongoing relationship with our customers as their trusted energy advisor and partner throughout the development and construction of our projects.

- Describe your firm's experience complying with the provisions of the "Buy American" Act and other Federal grant requirements.

Ameresco is recognized by both the U.S. Department of Defense (DoD) and Department of Energy (DoE) as a federal qualified ESCO and holds multiple Super ESPC indefinite delivery/indefinite quantity (ID/IQ) contracts under both the DoD and DoE programs. Ameresco works with federal organizations to design, build and, in many cases, own, operate, and manage energy projects financed through an ESPC and procured utilizing the following Indefinite Delivery/Indefinite Quantity (IDIQ) contracting vehicles:

- U.S. DOE Energy Savings Performance Contract Program
- Energy Savings Performance Contract – U.S. Army Corps of Engineers, Huntsville Center
- Utility and Monitoring Control System III Program – U.S. Army Corps of Engineers, Huntsville Center
- General Services Administration (GSA) Federal Supply Schedule (FSS) for Energy Management Services (EMS)

As one of the largest energy services providers to the federal government, Ameresco is well-versed in understanding and complying with the provisions of the "Buy American" Act and other Federal grant requirements. Further, over the years, many of Ameresco's clients have leveraged federal grants to fund energy projects. Ameresco will ensure compliance with all federal requirements are met on behalf of the City, this may include sourcing materials locally, using local subcontractors, and providing all required documentation related to prevailing wage requirements. Federal reporting guidelines related to measurement and verification (M&V) will also be employed as required.

Ameresco works within the guidelines of the Federal Energy Management Program (FEMP), established by the U.S. Department of Energy (DOE). This program is designed to help federal facility managers construct new facilities and update older buildings in compliance with new energy consumption regulations, including those in the Energy Policy Acts of 1992 and 2005, Executive Orders issued in the past 10 years, and the Energy Independence and Security Act of 2007.

In addition to our NAESCO, DOE, and DOD certifications, Ameresco is accredited in all states and territories that prequalify energy service companies. These prequalification's are based on an independent evaluation of our experience and demonstrated technical capabilities similar to the NAESCO, DOE, and DOD accreditation processes.

TAB TWO: PROJECT TEAM

- Roles and responsibilities of team members to be dedicated to the project, including an organization chart

With over 1,000 full-time employees located across the United States, Ameresco possesses the experience and skills required to complete a project of nearly any size or scope. Team members are comprised of licensed professional engineers, certified energy auditors, certified and licensed master electricians, certified energy managers, LEED Accredited professionals, certified public accountants, and lawyers.

Our project teams are onsite, local, empowered, and encouraged to make all site-specific decisions on every aspect of project performance. Ameresco manages and conducts the Preliminary Energy Audit, Investment Grade Audit, project development, construction management, commissioning, and measurement and verification (M&V) using in-house resources. **Because our experts are best qualified to establish the potential projects for our clients and understand how to mitigate the risks inherent to this industry, project management will never be subcontracted to a third-party firm.**

Table 2.0 provides a brief description of the roles and responsibilities of the key personnel identified as part of the City of Beaumont Team. An organizational chart follows.

Table 2.0. Key Personnel

Name and Certifications	Title	Area(s) of Expertise/ Project Role	Academic/ Professional Qualifications	Years of Exp.
Account Management, Contracts, Legal, and City of Beaumont Satisfaction				
Kelsey Gormley	Account Executive	Business Development, Account Management, Contracts and Legal, Client Satisfaction, Grants/Incentives	MA, Conflict Resolution and Negotiation, California State University – Dominguez Hills BA, Government and History, University of Redlands	9
Overall Management				
Rebecca Wetzstein PE, CEM	Director of California Sales	Overall Management	BS, Mechanical Engineering, California State Polytechnic University, Pomona	18
Robert Georgeoff	Vice President	Overall Management, Executive Authority	BS, Business, University of Arizona	30
Timothy Farkas	Finance Director	Management, Project Financing including Evaluation of Funding Mechanisms	MBA, Business Administration, University of Nevada, Las Vegas BS, Finance and Secondary in Accounting, University of Oregon	18
Preliminary Assessment, Investment Grade Audit, Design and Engineering				
Seth Pearce PE, LEED AP OSHA 30-Hour Construction Industry Certified	Director of Project Development Engineering	Audit Development/ Technical Analysis/ Engineering Design Overall Management	MS, Mechanical Engineering, California State Polytechnic University, Pomona BS, Mechanical Engineering, California State Polytechnic University, Pomona AA, Construction Management, University of California	14
Rigoberto Garcia CEM, LEED AP	Project Development Engineer	Audit Development/ Technical Analysis/ Engineering Design	BS, Electrical Engineering, University of the Pacific	18
Kendall Marks CEM, CDSM	Senior Project Developer	Audit Development/ Technical Analysis/ Project Development	BA, Geology, State University of New York, Binghamton	30
Renewable Energy Project Development				
Hans Meyer	Director of Renewable Energy	Renewable Project Development	BS, Finance, Arizona State University, WP Carey School of Business	10
Alex Griffiths	Manager, Renewable Energy and Operations	Renewable Technical Analysis/Engineering Design	BS, General Engineering, California Polytechnic State University, San Luis Obispo	10

Table 2.0. Key Personnel

Name and Certifications	Title	Area(s) of Expertise/ Project Role	Academic/ Professional Qualifications	Years of Exp.
Project Management, Construction, Safety, Training, and Commissioning				
Kevin Nissley	Director of Construction	Construction Project Management/ Safety/ Overall Management	Engineering Curriculum; Building Construction Management, J. Sergeant Reynolds Community College U.S. Naval Electronic and Engineering A&C Schools, Life Sciences, Virginia Commonwealth University	34
Scott Wentworth PE, LC	Senior Project Manager	Construction Project Management/ Safety	BS, Electrical Engineering, California Polytechnic State University, San Luis Obispo	32
Performance Period Services				
Steven Croxton CEM, GC RMI	Regional Senior Energy Manager	Post-Construction Services (Performance Monitoring, O&M)	MBA, University of Nevada, Las Vegas BS, Business Administration, University of Phoenix	28



Executive Oversight:

Rebecca Wetzstein, PE, CEM
Director of California Sales

Robert Georgeoff
Vice President

Account Management, Contracts,
Legal and City of Beaumont Satisfaction

Kelsey Gormley
Account Executive



Preliminary Assessment, Investment Grade Audit, Design and Engineering

Seth Pearce, PE, LEED AP
Director, Project Development Engineering

Rigoberto Garcia, CEM, LEED AP
Project Development Engineer

Kendall Marks, CEM, CDSM
Senior Project Developer

Hans Meyer
Director, Renewable Energy

Alex Griffiths
Manager, Renewable Energy Engineering and Operations

Timothy Farkas
Director, Finance

Project Management, Construction, Safety, Training and Commissioning

Kevin Nissley
Director, Renewable Construction

Scott Wentworth, PE, LC
Senior Project Manager

Performance Period Services

Steven Croxton, CEM, GC RMI
Regional Senior Energy Manager

- A description of each person in the organization chart's experience as relevant to the proposed energy projects

KELSEY GORMLEY | ACCOUNT EXECUTIVE

Prior to joining Ameresco, Ms. Gormley spent 10 years in the public sector and worked for numerous cities in Southern California. She has a deep understanding of the unique challenges that cities face, particularly when it comes to implementing energy efficiency and sustainability initiatives. Ms. Gormley's background is diverse and consistent with the "other duties as assigned" common in public service. Her experience in municipal government includes implementing energy efficiency projects, sustainability planning, community outreach and strategic planning, grant-writing/ management, and legislative analysis. In the past 10 years, Ms. Gormley has successfully acquired over \$10 million in Federal, State, and private grants for projects ranging from freeway interchanges to sustainability planning to community health clinics. In her role as Account Executive, Ms. Gormley is responsible for energy conservation and energy performance contracting projects for municipal, industrial, health care, higher education, school districts, and commercial clients. She coordinates activities between the Ameresco team, the multiple levels of decision makers in the client's organization and any third parties involved in the development of a comprehensive solution. Additional responsibilities include arranging project financing and overall customer satisfaction. Ms. Gormley is a lifelong resident of the San Geronio Pass, a proud Beaumont High School graduate, and currently serves on committee for the American Association of University Women's annual Pass Area STEM Conference for 8th grade girls from Beaumont and Banning Unified School Districts.

REBECCA WETZSTEIN, PE, CEM | DIRECTOR OF CALIFORNIA BUSINESS DEVELOPMENT

Ms. Wetzstein is a mechanical engineer and Director of California Business Development. Offering over 18 years of experience, Ms. Wetzstein assists clients to solve challenges related to infrastructure upgrades and maintenance, energy resiliency, sustainability goals, energy market consulting, and energy and facilities master planning. Further, she has vast knowledge of qualifying and evaluating energy savings performance contracts, solar power purchase agreements, and alternative delivery models for design-build energy projects. She was the lead on the Climate Action Plan consulting study that the City completed approximately five years ago and led the Business Development for Beaumont Unified School District for the implementation of energy projects.

ROBERT GEORGEOFF | VICE PRESIDENT

Mr. Georgeoff is a Vice President of Ameresco, Inc. and a member of Ameresco's executive management team, responsible for the Southwest Region and the Solar Center of Excellence. Within these business lines, he provides senior management oversight to all sales and operations activities and is responsible for developing and executing the company's growth strategies. Mr. Georgeoff earned a B.S. degree in Business from the University of Arizona. He currently serves on the Board of Directors for the Energy Service Coalition (ESC) as Board President and represents Ameresco on the Board of Directors for the National Association of Energy Service Companies (NAESCO).

TIMOTHY FARKAS | FINANCE DIRECTOR

Mr. Farkas offers over 19 years of experience managing financing processes for energy efficiency and renewable energy projects for municipal, healthcare, higher education, school districts, and commercial clients. Responsible for providing structured financing for new projects, Mr. Farkas has helped clients secure more than \$275 million in energy improvement projects in past six years alone. He has been a leader in utilizing several incentives, such as Tax Credit Bonds, which resulted in effective interest rates ranging from 0 to 1.5 percent interest for terms up to 21 years. Mr. Farkas holds a BS, Finance and Secondary in Accounting from the University of Oregon and an MBA, Finance from the University of Nevada, Las Vegas. Prior to joining Ameresco in 2012, Mr. Farkas served as the Assistant Vice President of the Nevada State Bank.

SETH PEARCE, PE, LEED AP | DIRECTOR OF PROJECT DEVELOPMENT ENGINEERING

Mr. Pearce has an MBA in Mechanical Engineering from Cal-Poly Pomona, an Associate Degree in Construction Management, and is CEM and LEED AP certified. As Director of Project Development Engineering for the Southwest region, Mr. Pearce is dedicated to complex energy solutions and brings great experience in both the areas of project development and construction management for turnkey solutions. Notable recent project experience

includes a \$5.4 million water savings and energy services project for the City of National City, California. This project included solar installation on six buildings, extensive mechanical and HVAC controls upgrades, and lighting, water and irrigation controller retrofits. Additionally, Mr. Pearce developed a \$4.3 million energy efficiency project for 13 schools in the Orange Unified School District in California. This project entailed interior and exterior LED lighting retrofits, HVAC equipment replacement, and various other energy retrofits. Mr. Pearce is also responsible for a \$3 million project at San Ysidro School District in California that included replacing HVAC system and installing DDC controls throughout various sites throughout the District.

RIGOBERTO GARCIA, CEM, LEED AP | PROJECT DEVELOPMENT ENGINEER

Mr. Garcia is an electrical engineer with 18 years of experience in developing and implementing energy projects. He is responsible for identifying energy conservation opportunities, preparing energy savings calculations, and performing engineering assessments. His experience includes developing projects with combined heat and power, solar generation, controls upgrades, HVAC improvements and consulting/managing behavioral based energy programs. Mr. Garcia excels in successful project implementation that meets or exceeds client objectives, financial parameters, and technical needs required to deliver energy cost savings.

KENDALL MARKS, CEM, CDSM | SENIOR PROJECT DEVELOPER

Mr. Marks has over 30 years of experience working in project development, including energy auditing, energy engineering, and construction management. Mr. Marks' energy efficiency, optimization and renewable activities include all facets of our clients' facilities. He is a performance contracting engineer experienced in developing new business opportunities by working with prospects and customers at every level, and generating proposals and presentations from project surveys, energy calculations, energy analysis and cost estimates.

HANS MEYER | DIRECTOR OF RENEWABLE DEVELOPMENT

Mr. Meyer leads the solar development team for Ameresco's Solar Center of Excellence. Mr. Meyer has over 11 years of professional experience in the energy services industry. In his role as Senior Manager of Renewable Development, Mr. Meyer assesses risk and facilitates structuring activities for large-scale renewable energy projects. His primary focus is on the financial and technical development, analysis and measurement of initiatives through complex-scenario data analysis and evaluation to drive desired business results. Mr. Meyer has a strong understanding of valuation techniques, energy market analysis, operational budgeting, and financial statements.

ALEX GRIFFITHS | MANAGER, RENEWABLE ENERGY AND OPERATIONS

As Engineering and Operations Manager for the Renewable Energy Group, Mr. Griffiths is responsible for developing technical solutions that achieve a client's operational and fiscal goals for alternative energy production. His responsibilities include onsite feasibility assessments, energy production modeling, renewable system sizing and pricing, project scheduling and project management support. Mr. Griffiths also works to develop and maintain national buying agreements with renewable suppliers.

KEVIN NISSLEY | DIRECTOR OF CONSTRUCTION

Mr. Nissley is responsible for the planning, developing and implementation of the overall management practices for energy improvement construction projects, including scheduling, budgeting, customer expectations management and technical/administrative support. He has construction management experience in the public and private sectors. With over 30 years of industry experience, Mr. Nissley's project background includes cradle to completion for general construction, large HVAC and mechanical projects and energy retrofits. His expertise includes project development and implementation using strong organizational, management and client relations skills. Mr. Nissley also facilitates training for all Ameresco project managers regarding management policies and procedures, including OSHA compliance. He is responsible for ensuring that an adequate project measurement, control system, and a project status reporting system are established in order to monitor and control safety, scope, quality, cost, and schedule.

SCOTT WENTWORTH, PE, LC | SENIOR PROJECT MANAGER

Mr. Wentworth is an electrical engineer and Senior Project Manager. He has over 30 years of experience as a professional engineer and is Lighting Certified credentialed by the National Council on Qualifications for Lighting Professionals. Mr. Wentworth's role involves overseeing, managing, and coordinating the design and on-site construction functions for energy performance contracts, renewable energy projects, infrastructure upgrades and capital improvement projects. His responsibilities include cost estimation, management of the subcontractor bid process and selection, and overall site management. Prior to Ameresco, Mr. Wentworth served the City of Oakland, California as the City's Energy Engineer, where he was the project manager for energy conservation projects at over 100 municipal facilities.

STEVEN CROXTON, CEM, GC RMI | REGIONAL SENIOR ENERGY MANAGER

Mr. Croxton serves as the Regional Energy Manager. He has nearly three decades of experience in the energy services industry, from developing energy conservation projects to measurement and verification of guaranteed savings to the operations and maintenance of energy and renewable energy installations. Mr. Croxton's responsibilities include managing the post construction activities of energy and water conservation projects and performing energy consultative duties for clients seeking information on the efficient purchase of energy commodity. He works to measure, troubleshoot, and correct energy savings or energy production shortfalls to ensure program compliance, as well as maintains responsibility for the region's operations and maintenance contracts.

- Describe how your organizational structure provides the best value to the City

Ameresco is the only true "independent" ESCO in the marketplace, we are not owned by or a subsidiary of any other corporation. This makes Ameresco uniquely positioned to provide our clients with maximum flexibility in our approach, which is valuable to cities like Beaumont, where unknown or unforeseen challenges can delay or derail a project. The municipal space is dynamic and influenced by many outside factors, from unfunded State mandates to changes in political leadership, and Ameresco's flat organizational structure combined with a depth of technical and financial solutions makes responding to these ever-changing dynamics a relatively simple process. [Ameresco's company decision makers are one level removed from the team implementing our projects, which facilitates decisive action and responsiveness over burdensome and time-consuming internal processes required by corporate ESCOs.](#)

A key benefit of Ameresco's independent position in this marketplace as a vendor-neutral, technology agnostic ESCO is that we have no pull-through product or service goals. Our only product is performance contracting, and we have no larger manufacturing or service-providing corporation influencing our offering. Technology and products are recommended based on their ability to best meet the needs of our clients for the lowest possible cost. Ameresco casts a wide net to national and local suppliers and contractors for all goods and services and works directly with several major manufacturers. Our position as a nationally recognized ESCO results in strong relationships with leading equipment manufacturers providing LED lighting solutions, water meters, HVAC systems, solar panels, and other energy efficiency/ renewable energy technologies. The City receives the benefit of that relationship as it relates to our ability to leverage bulk pricing, priority delivery of equipment to minimize any lead time and prevent project delays and provides significant leverage to our clients when it comes to negotiating with vendors on warranties and commissioning issues.

As a company with its core business solely focused on developing and implementing comprehensive turnkey projects, Ameresco is structured regionally with a broad bench of experts in the industry. Not only have we attracted the best talent from other ESCOs, we have also incorporated the preeminent experts in solar and energy storage, street lighting and smart cities, renewable natural gas (waste to energy), P3, Power Purchase Agreements, CAISO, microgrids, decarbonization, CCA's and other areas of innovation. This allows us to bring the best experts into the project in the most streamlined and cost-effective structure.

- Describe your firm's overhead structure

As exemplified in the Organization Chart, Ameresco has a very flat, low overhead business structure. We are not a product vendor that carries high overhead through Research & Development (R&D) and multiple go-to-market strategies. *Our flat organization is nimble, allowing us to have nearly all our employees directly benefitting our projects. This can save the City 30-50% compared to typical ESCOs.* In addition, we look to integrate local labor and contracting pools to ensure we are minimizing the direct cost to the project in the form of travel costs, per diem, etc. We direct procure major equipment and have national supplier agreements with nearly all of the major product vendors, including product-ESCOs, at extremely favorable rates. Further, we leverage our buying power as the #1 ESCO currently serving the Federal Government to bring competitive pricing to our customers.

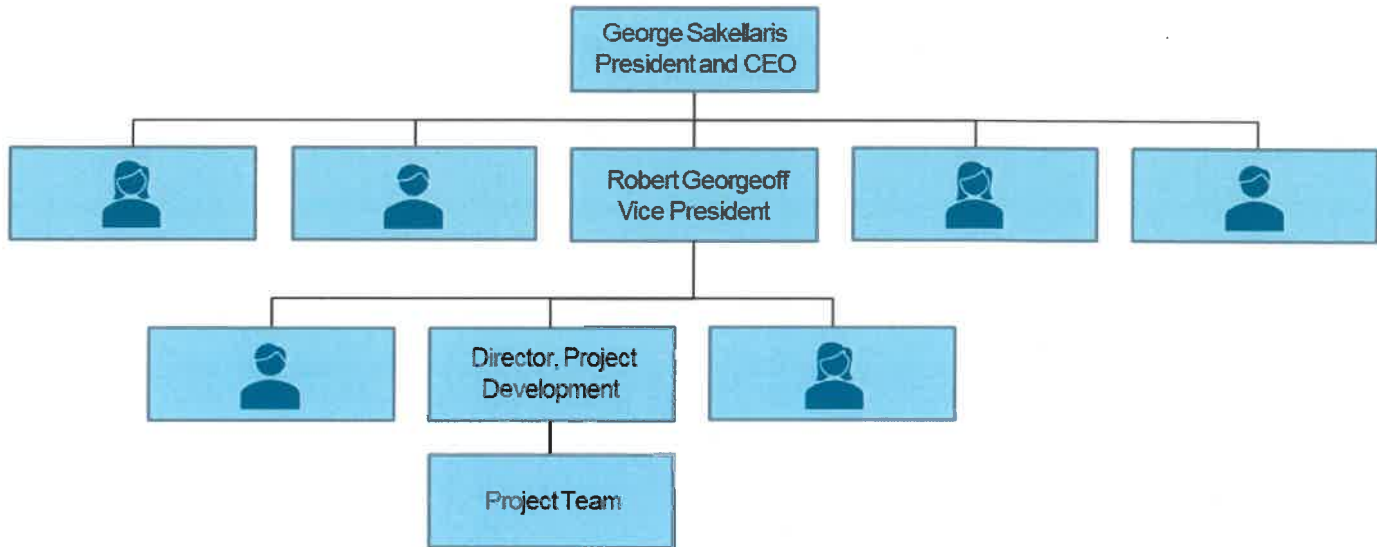


Figure 2.0. Organizational Structure

Finally, Ameresco does not employ a large amount of capital into a full-service marketing and advertising group. Instead, we choose to invest that capital into our projects and our clients. While Ameresco does participate in Tradeshows and other industry events, we also see the importance of sponsoring local events that are meaningful to our clients. This keeps our overhead in check and assures that the dollars we do spend on sponsorship are truly impactful at the local level.



Figure 2.1. Ameresco Solar Wagon at Costa Mesa 3rd of July Event

TAB THREE: PROJECT APPROACH

- The intent of the project approach section is to judge the strength of the responding firms project process. For each sub-section describe in detail your firm's methodologies and practices. Describe the project development and delivery process that you would recommend.

An ESCOs individual approach to energy audits, equipment selection, self-performance of energy conservation measures (ECMs), and many other factors markedly differ and can have a major impact on the City of Beaumont's returns on investment. Ameresco's general approach to delivering an ESPC is centered upon working closely with all project stakeholders to collaboratively develop solutions that meet the City's unique operational and financial goals. We will use our expert engineering and technical capabilities to provide co-authored comprehensive solutions that maximize value—ensuring that the maximum reduction in operating costs for the lowest possible cost is delivered.

Ameresco understands the City of Beaumont wants to implement and invest in infrastructure that will benefit the City in their current goals of a city-wide energy conservation/modernization program, as well as secure the City's investment with future proof technologies. Ameresco is technology agnostic and recommends open protocol products when developing projects. Our development engineers will work closely with City staff to evaluate existing systems and co-author a solution for implementing energy conservation measures that will maximize the City's investments with an eye toward future facility goals. This can include modeling of future energy consumption in facilities that are not currently occupied; identifying energy supply options that can insulate the City from utility volatility; and right-sizing equipment for future use.

The City has established planning, budgeting and long-term planning processes, and our project development and implementation process is designed to align with these processes. Ameresco will work with City staff to coordinate our project development process with the City's annual budgeting process in order to eliminate the administrative burden and challenges of requesting Council approval for items not pre-approved in the City's annual budget. This includes participation in public workshops, ad-hoc committees, or council meetings, where appropriate.

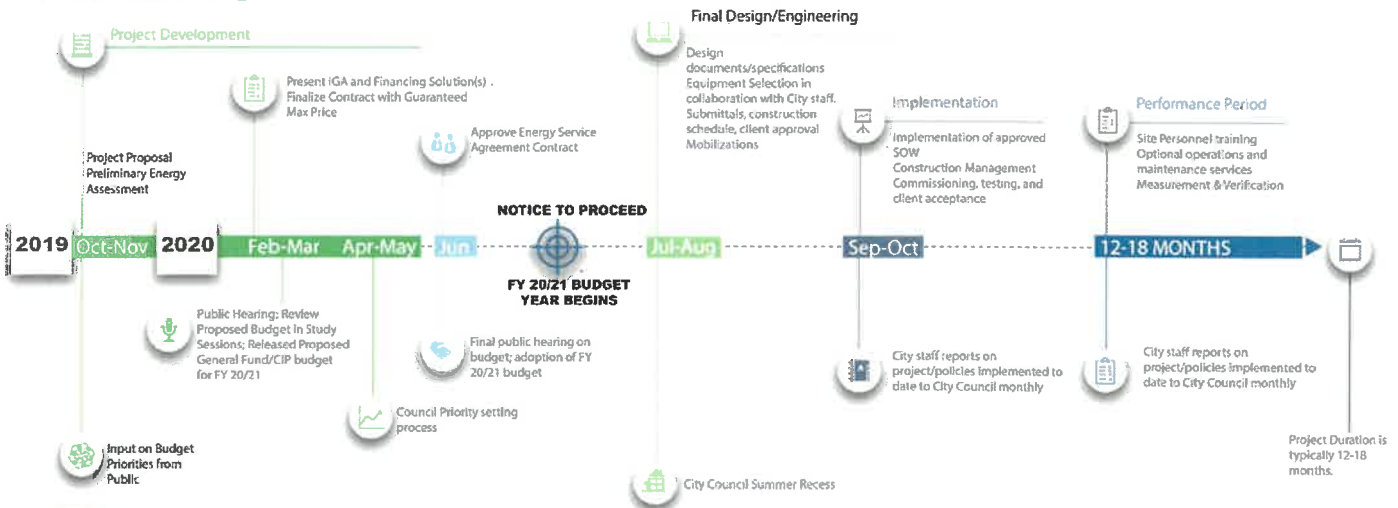


Figure 3.0. Ameresco's Comprehensive Approach to Design/Build Performance Contracting Services

PHASE I: PROJECT DEVELOPMENT

The Project Development phase requires Ameresco and the City to work collaboratively to jointly identify energy efficiency opportunities, address known areas of need, and to vet any proposed solutions with the appropriate stakeholders and staff. This process is crucial to the overall project success from a technical and administrative perspective.

STEP 1: NEEDS IDENTIFICATION

At the inception of the project, Ameresco will first partner with the City's staff to understand the specific goals and objectives of the program, including fiscal, operational, sustainability, and social purposes that are most fundamentally driving the program. The final project will then be developed with the specific goals and priorities as the forefront of the design and implementation processes. In this way, the mutually agreed upon solution will most effectively maximize value to ensure the greatest reduction in operating costs is achieved in the long-term.

Specific to the City of Beaumont, our project team would work to understand all existing planning documents, including, but not limited to: Capital Improvement Plans, regional and local Climate/ Energy Action Plans (CAP/ EAP) adopted by the City or Western Riverside Council of Governments (WRCOG); City facilities master planning documents, and the City's General Plan.

STEP 2: FIELD DATA ACQUISITION

Reducing the impact on City staff during the field data acquisition phase is something that Ameresco is sensitive to. [We recognize that, like many small cities, the City of Beaumont may have limited staff available and a lack of readily available information on the City's facilities.](#) As such, we strive to minimize any data requests and site walks by maximizing the time allotted and drawing upon our experience in the municipal space to make assumptions where needed. We validate any assumptions with City staff and adjust our calculations appropriately.

Once project goals are thoroughly understood, Ameresco engineers gather data on utility rates, historical consumption and facilities. This information provides the foundation needed to evaluate the technological and economic feasibility of various ECMs and provides insight into the greatest energy and cost savings opportunities. Ameresco's engineers are quickly able to evaluate the feasibility of various ECMs, based on factors including utility rate structures, existing equipment and controls, annual operating parameters, and the age and condition of the building envelope. Engineers contributing to the Preliminary Assessment will also be assigned to complete the detailed Investment Grade Audit (IGA). To gain an accurate picture of existing conditions at the City's facilities, Ameresco will:

- Perform onsite surveys with in-house project designers and engineer(s). Our staff members hold all the appropriate industry credentials, including PEs, CEMs, and CEAs, among others.
- Interview the City's facility/maintenance director and staff, administration and any other stakeholders.
- Understand the City's commitment to the ENERGY STAR program and other sustainability and environmental metrics, so that these efforts can be included in the final project (if applicable).
- Analyze the recent utility data provided by the City to evaluate operation schedules, utility demand and usage, rate structures, and areas of excessive energy and/or water use.
- Understand the City's perspective on current carbon footprint and the potential value of reducing and tracking of its current and future carbon emissions.
- Review recent operational and capital expenditures by the City to determine areas that may require further investigation.
- Update and/or review any previous energy audits or feasibility studies recently conducted by/for the City.
- Review as-built drawings for existing buildings.
- Analyze any available submeter data.

STEP 3: ENERGY/ WATER ANALYSIS AND ECM DEFINITION

Information gathered during the field data acquisition is analyzed at this step and individual Energy Conservation Measures (ECMs) are specified. The savings potential of each ECM is determined, and preliminary energy baselines are established. In a parallel effort, the cost estimating for all identified ECMs is begun using a combination of contractor quotes and pricing databases. The ECMs are then subjected to further analysis, resulting in conceptual design, firm savings and implementation price. The individuals involved in the data gathering and evaluations perform most of the analyses. Our in-house Senior Project Managers (SPMs) are also heavily involved in the cost estimating. The task of verifying and approving project implementation costs at this project development stage will typically be the responsibility of Ameresco’s Director of Construction and Safety.

STEP 4: FINANCIAL MODELING

The financial analysis will incorporate the cost and savings developed in the third step into the appropriate financial model(s) for the project. These models incorporate requests from the financial institution and applicable interest rates and terms to produce a financial scenario that supports the required investment and debt service. Ameresco's dedicated Finance Director keeps a watchful eye on the trends that could impact the financials of a project and weighs in on the variables that need to be considered in the modeling, this includes national trends, like trade disputes or tariffs and local concerns, such as demographic shifts and pension liability.

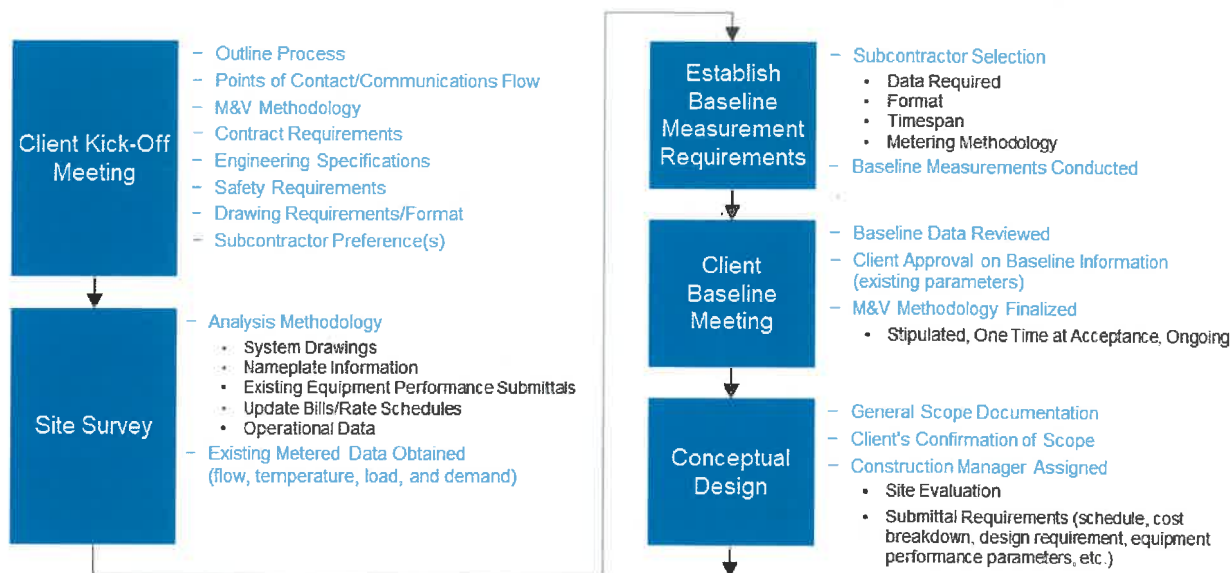


Figure 3.1. Investment Grade Audit Delivery Process Steps 1-4

STEP 5: INVESTMENT GRADE AUDIT

Ameresco has tremendous amount of experience in identifying energy efficiency upgrades throughout facilities. During the Investment Grade Audit (IGA) our engineers will interview and spend time with City staff to understand how the facilities operate, how they are maintained and how existing systems are performing. Working alongside City staff is paramount in developing ECM's that will benefit the City. Ameresco engineers will review as-built drawings, conduct detailed energy audits, take instantaneous measurements, data log equipment (power, temperature, flow, light intensity, etc.), collect nameplate data and document any other pertinent energy information. Open protocol technologies will be recommended to future proof the City's continuing energy conservation goals. The IGA will be co-developed with staff and stakeholders and presented to the City, along with a fixed-cost pricing and a co-authored detailed scope of work. This highly technical and valuable document becomes the property of the City, regardless of whether a project moves into construction.

STEP 6: FINANCING

Once there is agreement between the City of Beaumont and Ameresco on the ECMs that will be included in the project, the project can then be bid out to the financing community. This will ensure that the City secures the lowest interest rate for its loan. Ameresco's finance team works throughout the detailed IGA process to facilitate an easy transition from audit to construction with minimal lag time and disruption. Ameresco personnel have assisted in the financing related to a variety of ESPCs using vehicles such as:

- Tax-exempt lease financing
- Off-balance, pay-from-savings financing
- Installment payment financing

The City has worked diligently to reduce prior debt obligations and maintain fiscal transparency with its citizens. While this may seem routine to other cities, we understand that getting this piece right and finding the right solution will be key to the project's success. [Based on the City's needs and objectives, a selection will be made from a variety of financing options that will be supported by Ameresco's savings guarantee, ensuring that payments will be made from the savings of the project.](#) Unlike other ESCOs, Ameresco is truly "finance agnostic" and has cultivated relationships with various financing partners, each with unique offerings that can be tailored to meet the City's needs.

Our experience in the commercial and federal markets has helped us have a firm grasp on the changing accounting issues around the treatment of leases and the differences between a lease and a service agreement. We have worked with financing parties who can help us address the needs of each customer, once we understand your goals.

Ameresco works with each client to structure a business plan that aligns with its unique goals and needs. Financing vehicles typically employed by our clients include one or a combination of the following methods:

- Tax-exempt lease financing
- Capital lease financing
- Installation payment financing
- Government sponsored energy efficient funding programs
- State agency funding
- On-bill financing (OBF) through Investor-owned Utility (IOU) OBF Programs
- Financing provided through Ameresco

To further expand on our project enabling capabilities, Ameresco has also implemented numerous "public-private" partnerships (P3), service agreements, and other unique offerings that facilitate these improvements without requiring the City to take on additional debt. Ameresco will explore all available options with the appropriate City staff and vet any solutions through the City's Finance and Audit Committee, as directed. We have included some samples of unique project financing mechanisms secured for our clients below:

- \$5.2 million financing through the Texas SECO LoanStar for Austin Energy, Domain Central Plant project
- \$5.4 million financing through Qualified Energy Conservation Bond (QECCB) financing for the [City of National City, CA](#)
- \$17.5 million tax exempt lease financing for the [State of Hawaii](#) to implement 28 separate ECMs including solar PV across 6 islands

- Taxable lease purchase Qualified Energy Conservation Bond (QECCB) financing for the \$14.5 million project with Prairie View A&M University
- \$15.9 million tax exempt lease purchase financing for the [City of Wichita Falls, TX](#)
- Taxable lease purchase Qualified Energy Conservation Bond (QECCB) financing for a \$3.1 million project with [San Patricio County, TX](#)
- \$3.7 million taxable lease purchase Qualified Energy Conservation Bond (QECCB) the [City of Bowie, TX](#)
- Qualified Energy Conservation Bond financing for a \$2.7 million project with the [City of Smithville, TX](#)
- Tax exempt lease financing for municipalities, hospitals, housing authorities, and universities totaling over \$615 million, including \$32.4 million tax exempt lease financing for a \$64 million project at a large university in Chicago, IL
- Non-recourse project finance debt of \$177 million for \$351 million of renewable energy facilities throughout the country including both biogas and solar facilities.

STEP 7: CONSTRUCTION CONTRACT APPROVAL

During this step, the final detailed IGA report is presented to the City. This report will include a detailed description of the scope of work, energy calculations, M&V protocols, financing terms and conditions, and facilities to be upgraded.

The resultant construction/ implementation contract will ensure that the City of Beaumont's facilities will be upgraded, occupants' health and safety improved, and sustainability goals advanced without an up-front capital expenditure. The guaranteed energy savings will pay for the project, reduce operating costs, and allow the client to allocate more of its finite resources towards other priorities. To enable a cohesive and efficient approval process, Ameresco can provide sample contract documents to the City's legal counsel for review prior to presenting the final IGA. This allows both entities to work through any contractual or legal questions in tandem with the project development process, thus facilitating a comprehensive, fully reviewed and vetted project approval package to include the technical scope (IGA), financing agreements, and implementation contract for the City Council's consideration.

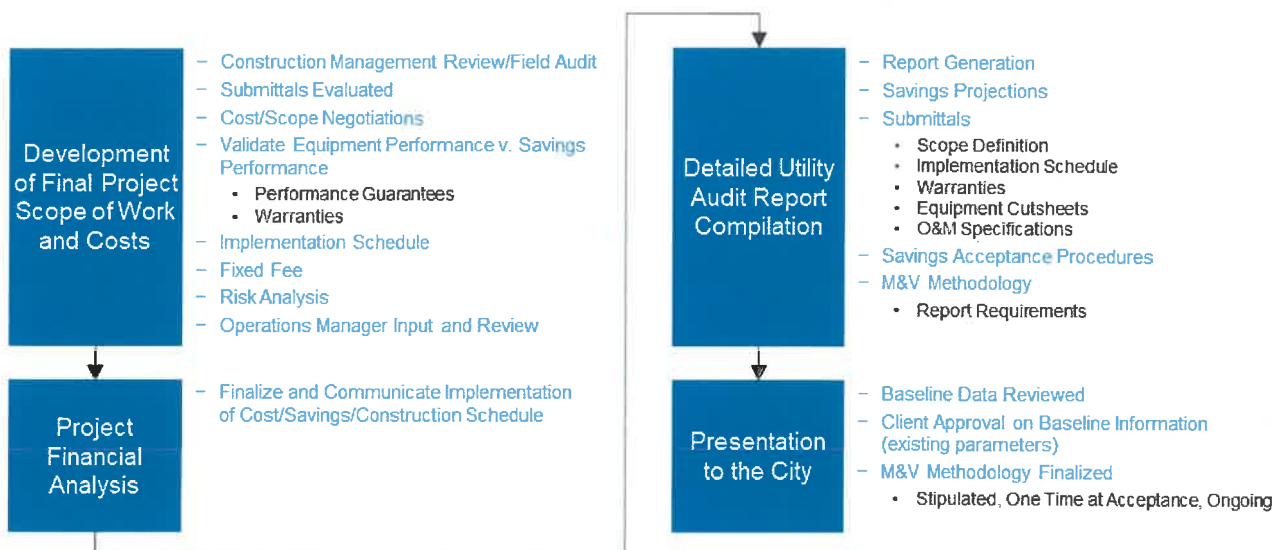


Figure 3.2. Investment Grade Audit Delivery Process Steps 5-7

PHASE II: IN-HOUSE ENGINEERING

STEP 1: DETAILED ECM DESIGN

At this step, Ameresco's experienced project developers will complete the conceptual designs. The Ameresco engineering team will oversee the design and engineering work and will ensure that any intermediate design submittals are prepared for the City's review in a timely fashion. The City will provide input and retains the ultimate authority on any and all design elements. Ameresco will work with the City's appointed project manager/ team to address any design concerns.

STEP 2: EQUIPMENT SPECIFICATION

The final equipment selections, subject to the City of Beaumont's approval, will ensure that the guaranteed equipment performance and energy savings will be achieved and sustained for the full contract term.

STEP 3: SUBMITTALS, CONSTRUCTION SCHEDULE, CITY APPROVAL

Following the City's final review and approval of submittals, the submittals will become formal project documents. The equipment and materials will be installed in accordance with these plans, drawings, schedules and specifications. All submittals are prepared by Ameresco's professional engineering staff or reviewed in the event that consultants supplemented the firm's in-house resources. A construction schedule will also be included in the submittals. Ameresco will coordinate with the City's Building and Safety Division to apply for all required permits and comply with the City's building code regulations and schedule inspections as required.

PHASE III: IMPLEMENTATION

STEP 1: IMPLEMENTATION, COORDINATION, PRE-CONSTRUCTION MEETINGS

Once the City has reviewed and approved all final submittals and issued a Notice to Proceed, pre-construction meetings can be held. At these meetings, site personnel and Ameresco's SPM will confirm all the details needed to ensure smooth implementation of the improvements at each facility including any and all site safety, security, background checks, and badging requirements.

The SPM is responsible for the successful construction of the project, on schedule and within budget. Two critical roles that Ameresco's SPM fulfills are customer service and quality assurance. This staff member will ensure a smooth and well-coordinated implementation that minimizes any impact on the City's personnel, operating mission and building constituents.

As is standard practice in all Ameresco's construction efforts, the SPM reports directly to Ameresco's Director of Construction, who retains ultimate responsibility for all implementation period activities. These activities include, but are not limited to, oversight of procurement and subcontracting, construction budgets and cost control, installation progress, completion, training, commissioning, project close, and ensuring a smooth transition into the long-term performance period.

STEP 2: EQUIPMENT PROCUREMENT

The procurement process begins as soon as Ameresco has received the Notice to Proceed. Any equipment and materials that Ameresco will furnish for installation will be purchased in a timely manner to be available for the coordinated construction efforts. The SPM will be responsible for procurement logistics to ensure that all the equipment and materials meet contract specifications and that procurement is accomplished in the most cost-effective manner possible. Ameresco is not bound by low-bid requirements; therefore, equipment can be acquired that provides the best value while meeting guaranteed performance levels. Competitive procurement solicitations are the favored and typical means of ensuring cost-effectiveness while maintaining best value.

Ameresco typically solicits a minimum of three contractor quotations on all measures, to assure that the best goods and services are delivered for the lowest price. Technology and products are recommended based on their ability to best meet the needs of our clients for the lowest possible cost. Ameresco casts a wide net to national and local suppliers and contractors for all goods and services and works directly with several major manufacturers.

STEP 3: SUBCONTRACT SOLICITATIONS/EXECUTIONS

Similar to Ameresco’s material procurement practice, the primary focus is on the proven track record and capabilities of the firms hired to perform work throughout the City of Beaumont’s facilities, whether it is installation labor only or complete turnkey service. Ameresco selects Subcontractors based on a holistic evaluation of their ability to add value and enhance the service provided to the City. All subcontractors will accomplish the specified work on time within the budget. All subcontractors will be required to obtain a City business license prior to starting construction and comply with California Department of Industrial Relations (DIR) certified payroll requirements.

Ameresco believes that community-wide, comprehensive utility efficiency and conservation projects provide the greatest benefit in terms of cost and utility savings, as well as sustainability, greenhouse gas reduction, and social responsibility. Our projects most often encompass numerous facilities with diverse stakeholder groups requiring multi-jurisdictional support, approval and collaboration. Our projects are structured to benefit the broader communities which our clients service. *We are committed to utilizing the maximum amount of local labor and vendors to bring the greatest value to the wider community.* Local contractors and vendors have a vested interest in the success of the project, relationships that can be leveraged in its support, and an intimate knowledge of the context in which they are working.

Ameresco’s success depends upon timely, professional quality workmanship performed by qualified subcontractors who are proficient in the specific technology. In addition to price and technical proficiency, a premium is placed on the ability of the contractor to work cooperatively in a non-disruptive fashion. To this end, it is generally beneficial to engage local subcontractors who have a proven track record of success in similar installations, and an established relationship with the City personnel. Ameresco looks favorably to contractors that have had positive experience with the City. During the design phase, Ameresco will establish a prequalified list of local subcontractors and vendors in collaboration with the City’s staff and in accordance with Ameresco’s Subcontractor Selection Criteria.

Ameresco maintains detailed subcontracting procedures that help reduce the financial and legal risks associated with subcontracting. By using standard subcontracting documents, internal review and authorization procedures, holding retainage through completion (including punch-list), requiring the City’s review and sign-off on subcontracted work during the construction period, and compensating our subcontractors in a timely manner, Ameresco is well-equipped to manage the inherent risks associated with subcontracting. In this manner, Ameresco assumes all of the performance and liability risks of its subcontractors; thereby, the City is sheltered from those same risks.

Performance of Work

- **Timelines:** Adherence to schedules and response to schedule orders and emergency requests
- **Quality:** Workmanship, task accomplishment and effectiveness of subcontractor’s self-inspection
- **Manpower Use:** Work schedule assignments and measurement techniques
- **Materials Use:** Quality, cost-selection and control and care of materials and equipment

Technical Management

- **Management Structure:** Lines of communication between the subcontractor and Ameresco, local autonomy and authority to support by subcontractor corporate headquarters
- **Management Performance:** Subcontractor’s performance with respect to supervision, cooperation, responsiveness, initiative, coordination, follow-up, improvements, and economics
- **Planning and Control:** Task accomplishment with respect to planning, estimating resources, schedule control, understanding requirements, and reporting
- **Operations:** Housekeeping, equipment maintenance, training and safety, including progress standards, education, reporting, and accident investigation

Business Management

- **Overall Business Management:** Effectiveness of subcontractor-to-business management and management response
- **Purchasing:** Effectiveness of, compliance with and control of purchasing policies and procedures
- **Cost Control:** Cost estimating policies, procedures and practices, control of overtime and absenteeism, cost reduction and statement of the overall program performance

Figure 3.3. Subcontractor Selection Qualification

STEP 4: ECM CONSTRUCTION

As noted previously, two critical responsibilities that the Senior Project Manager assumes are quality assurance and client satisfaction. To fulfill the quality assurance responsibilities, Ameresco's SPM must ensure that equipment and materials meet the contract specifications and all work is accomplished in a timely and professional manner, including obtaining any required approvals and permits through the City's Building and Safety Division. To fulfill the service responsibilities, Ameresco's SPM will oversee all subcontractor and supply vendor activities to ensure minimal disruption. They will also serve as the primary point of contact throughout the implementation phase. All issues or concerns that arise will be addressed immediately and resolved to the City's satisfaction. Any support that Ameresco's SPM requires to accomplish this level of service will be readily available, and efforts can be supplemented as needed from the reservoir of nationwide talent on Ameresco's staff.

During active construction, Ameresco assigns a dedicated construction manager to manage the subcontractors on-site. This person is responsible for on-going communication with the facilities' occupants and is typically on-site daily, checking-in with subcontractors, making safety observations, performing quality control during construction, verifying compliance with all permit requirements, acting as the client advocate with subcontractors, and problem-solving in unknown environments or unforeseen situations. The SPM and Construction Manager both make decisions with the understanding that for most of our clients, the work we implement is a "once in a generation" opportunity to make an in-depth impact on their facilities. They also understand the long-term impact of equipment installations and relationship between installed equipment and guaranteed project savings. It is with this forward-thinking mindset that decisions are made during the construction process.



Figure 3.4. Construction Process

COMMITMENT TO PROJECT SAFETY

Ameresco's SPM also serves as the project safety officer and is responsible for a safe environment for all tradesmen and facility occupants. This staff member will oversee construction-related activities to ensure compliance with all applicable OSHA, state and local codes and regulations.

All phases of project design, implementation, and long-term performance monitoring and O&M services are achieved with safety as our number one focus. In construction, insurance companies use an organization's Experience Modification Rating (EMR) to gauge the past cost of injuries and future chances of risk; the average EMR being 1.0. At 0.69, Ameresco's Experience Modification Rating (EMR) is one of the best in the industry and means that Ameresco's insurance premiums are lower than average, which translates into lower overhead and better project value for our clients. No financial goal, work task, client deliverable, or schedule demand is worth an injury or environmental compromise. It is the responsibility of every Ameresco employee, supplier, contractor, partner, and vendor to strive at all times and on every work assignment to work safely and in an environmentally responsible fashion. In fact, Ameresco considers good health, safety, and environmental performance as a fundamental element of providing industry-leading comprehensive energy solutions on behalf of our clients.

To these ends, Ameresco is committed to meeting or exceeding 100 percent compliance to all established safety and health regulations, zero accidents, and maintaining a safe and healthy work environment.

We currently have implemented policies, procedures, training, and self-assessments to ensure compliance with the following federal regulations, in addition to any site-, client-, and jurisdictional-specific requirements:

- OSHA 29 CFR 1910 (General Industry Standards)
- OSHA 29 CFR 1926 (Construction Standards)
- U.S. Army Corps of Engineers EM 385-1-1 (US Military Safety Standards)
- U.S. Department of Energy 10 CFR 851 (Worker Safety & Health Standards)

The Ameresco Corporate Safety & Health Program incorporates an Integrated Safety Management System (ISMS) approach to ensure compliance and quality in relation to project-specific goals and objectives. The ISMS is a practical approach to the prevention of accidents and emphasizes the necessity of onsite accountability and management of safety planning. A central premise is that work planning starts with a focus on the nature of the job to be performed and assessment of the hazards involved in each step. Using self-assessment and feedback from the site personnel, continuous improvement in each safety process is expected. Ameresco's ISMS approach is based on defining the scope of work, analyzing the potential hazards, developing and implementing mitigation controls, performing the work safely, and providing feedback for improvement.

Because of Ameresco's commitment to safety and strong safety record, Ameresco recently received the National Safety Council's (NSC) Occupational Safety Excellence Achievement Award. This award is given to organizations whose lost workday incident rate is equal to or less than 50 percent of the Bureau of Labor Statistics rating. We have also received the NSC's Industry Leader Award for our industry-leading safety record.

STEP 5: COMMISSIONING, TESTING, CLIENT ACCEPTANCE

When the installation of an ECM, a whole facility, or logical grouping of ECMs is completed satisfactorily, Ameresco's staff and the installation contractor will commission and test the systems in accordance with the detailed plan described in the ECM write-ups in the detailed IGA. The development and design engineering staff responsible for the conception and finalization of these measures will also assist in the commissioning phase. The City's facilities and maintenance staff will be invited to the commissioning events to ensure their complete understanding of the new equipment and recently installed systems. Ameresco's operations manager will also be intimately involved in this process as part of his responsibility for long-term measurement and verification (M&V) activities.



A significant amount of responsibility is placed upon Ameresco's SPM. For that reason, the individuals who perform these services for Ameresco are extremely experienced and selected for certain projects based upon their unique skill sets and bases of operations. They are appropriately vested with a corresponding level of authority to control the project's progress and all related activities and provided with all the support that is required to successfully accomplish their tasks.

As part of the close-out process, the City will be provided with a "Close-out Book". This document contains the records of all commissioning activities, As-Built drawings, Operations and Maintenance manuals for each ECM, contact information for sub-contractors, and warranty information. An overview of the energy system will be provided, as well as a more detailed examination of specific equipment and components. Documentation will include a review of the O&M manuals, drawings and equipment manufacturers' specification literature. Ameresco has extensive experience preparing training manuals specific to the needs of our efficiency and renewable clients. The training class will use the O&M manuals as a primary textbook.

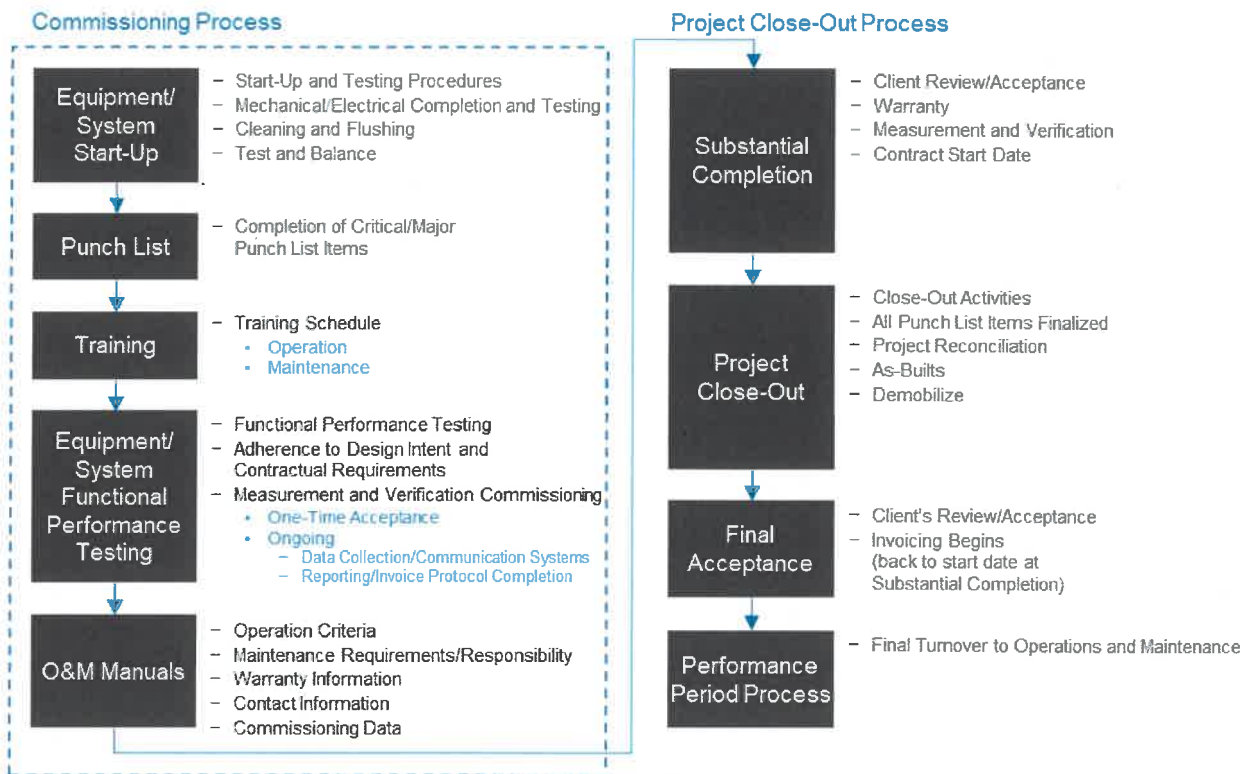


Figure 3.5. Commissioning Process

PHASE IV: PERFORMANCE PERIOD SERVICES

STEP 1: CLIENT TRAINING

Training of the City of Beaumont’s staff that will be involved in the long-term operation of the new equipment and systems is of paramount importance. A strong focus on energy savings strategies and maintenance schedules will be provided to those individuals. Because the SPM will be familiar with the newly installed equipment and systems, as well as the City’s facilities and personnel, this staff member is the most appropriate candidate to supervise training efforts. By providing training to the City’s maintenance staff in the proper O&M of the newly installed ECMs, both Ameresco and the City are assured of sustained performance of the equipment and persistency of energy and water savings.

Training typically commences during the commissioning phase when staff will first become acquainted with the new equipment and systems. Training will be conducted in a classroom setting and documented on video to train new staff or provide refresher courses for existing employees. The basic format includes an introduction to the overall installation, so all staff members understand the benefits of the equipment and systems. Each ECM will be explained in detail, including how to operate, maintain, and troubleshoot, as well as any possible interactions with existing equipment. Documentation will include review of operations and maintenance (O&M) manuals, drawings, and equipment specification literature. A hands-on approach will be encouraged to facilitate understanding of all presented material. The training will emphasize the essential role that equipment users and operators play in energy conservation, as poorly maintained equipment will not perform as efficiently as possible, as well as experience more frequent breakdowns and a shortened useful service life. Ameresco will make provisions with the City to conduct training sessions at remote sites if needed. Informal training can also be provided throughout the contract term and may be accomplished in conjunction with an O&M contract.

STEP 2: LONG-TERM MEASUREMENT AND VERIFICATION, ANNUAL RECONCILIATION

Long-term M&V services and annual reconciliation of performance and savings will be carried out in accordance with the site-specific M&V plan. The M&V plan will be written in accordance with the International Performance Measurement and Verification Protocol (IPMVP), the industry-standard international guideline established to aid organizations understand M&V procedures and support standardization across the industry. The M&V specialist will be instrumental in creating the M&V plans for the City's project and will finalize these plans as part of the detailed IGA process. With his or her responsibility for satisfactory long-term M&V and project performance, the Manager of Measurement and Verification will oversee the M&V of this project in conjunction with local personnel.

- Describe what information, documents, staff assistance, facilities or other resources would be required from the City.

Ameresco's general approach to delivering a comprehensive energy project is centered upon working closely with all project stakeholders to collaboratively develop solutions that meet the City's unique operational, financial, and sustainability goals. As noted in the preceding steps, Ameresco will require the following information or resources from the City:

- Interview facility/maintenance director and staff, administration, and any other stakeholders
- Three years of utility bills
- Any previous utility audits or feasibility studies recently conducted by/for the City
- As-built drawings for existing buildings
- Any available submeter data
- Site escorts during onsite energy audits
- City preferences related to equipment, technology, and/or vendors and subcontractors

Further, Ameresco will work in close collaboration with the City to ensure construction does not interfere with a site's normal operational needs while maintaining a safe and secure environment for the City, citizens, and Ameresco staff members.

- Describe any direct relationship of the company or team member's interest or affiliation with any energy, fuel, product or system.

A visionary and entrepreneur, Mr. George Sakellaris founded Ameresco in 2000. He aspired to build an entirely **product-neutral** and **supplier-independent** energy company that had the skills, capabilities, and foresight to create independent energy solutions that went beyond just conservation; one that addressed a customer's entire energy stream including supply and demand, energy efficiency and renewable energy.

As an engineering based ESCO, we are not invested in a particular technology or solution; therefore, we are not conflicted or biased. We are solely interested in providing the best technology solutions that meets the unique needs of the City. We are experts in and have installed or worked with ALL major controls' technologies, storage technologies, smart city technologies, generation options, etc. This brings the City the best technical solutions at the most competitive price.

- Description of measures or services provided related to energy efficiency, renewable energy, energy storage, asset planning, utility program expertise, energy supply management, and other services relevant to the goals identified in Section 1.

RANGE OF CAPABILITIES

The following provides a brief description of the typical technologies and systems evaluated for efficiency improvement, infrastructure modernization, and cost savings during a performance-based contract.

LIGHTING SYSTEMS

LIGHTING UPGRADES

Ameresco retrofits or replaces well over \$50 million in lighting each year. These include the retrofit and redesign of indoor and outdoor lighting throughout various facility types. Ameresco conducts performance tests for new lamp products on an annual basis at our corporate office to determine which products offer reliable light output at a reduced wattage. Special attention is given to this application to ensure that the appropriate light levels are achieved or maintained in the office, working, and specialty environments. Ameresco routinely performs sample installations for clients to showcase the proposed lighting retrofits, upgrades, and replacements prior to large-scale installations. All interior and exterior lighting will be upgraded with LED technology and capable of 0-10V dimming, daylight harvesting, occupancy and task tuning, and include web-based controls. All will be based on open protocol wireless mesh networks if Boeing so desires.

DAYLIGHTING

Natural light illuminates spaces while making it more inviting to the occupants. Ameresco has employed several control technologies to harvest this ambient light. Dimming LED fixtures with built-in controllers are now available to automatically adjust the light output of a fixture.

LIGHTING CONTROLS

Ameresco implements various lighting control systems in a variety of energy conservation projects. Daylighting control is performed using on/off control and dimming ballasts; occupancy-based controls are applied in spaces that are used intermittently; lighting zone controls are applied where portions of buildings are unoccupied while others are in-use.

LED STREETLIGHTING

Ameresco is a national leader in citywide streetlight conversion projects and is the largest non-utility installer of streetlights in the United States. Our unique approach is designed to maximize energy savings, enhance public safety, and eliminate light pollution. Unlike other ESCOs, Ameresco's approach accounts for the specific application and location of each light through a detailed analysis. We then select the appropriate fixture/ wattage for each location. It is not simply a "like-for-like" product changeout. The end result is upgraded lighting infrastructure that minimizes energy use without sacrificing the quality of the lighting needed at each location.

Ameresco uses a GIS-based design process and high-performance LED luminaires that offer higher efficacy (more lumens per watt of energy) to meet light level requirements with lower wattage luminaires.

Design decisions are made collaboratively with our customer based on their light level requirements, roadway configuration, photometric analysis and field testing, and are dependent on pole heights, pole spacing and other considerations. Should the City desire, Ameresco would also willingly provide a comprehensive pole-by-pole audit of the City's streetlight assets.

Our design objective is to meet light level requirements with the lowest possible energy use and lowest lifecycle cost. By utilizing GIS data, we can design to a highly granular level, ensuring that we do not over- or under-light any areas. In our experience, this approach ensures that light level requirements are met throughout a city, resulting in significantly greater energy savings, and eliminating complaints associated with over lighting.

A key component of the design process is selecting the appropriate correlated color temperature (CCT) for the LED luminaires installed. Recently there have been several high-profile instances in which LED streetlight projects encountered local opposition due to the use of high CCT luminaires, which some people find too harsh and industrial for residential settings. We work with our customers to address this issue early through an open public process.

MECHANICAL SYSTEMS

COMPREHENSIVE HVAC SOLUTIONS AND SERVICES

Ameresco's audits focus on building systems when determining opportunities for energy conservation and operational savings. Ameresco has extensive experience implementing HVAC energy conservation projects including replacing chillers and cooling towers, installing variable frequency drives, converting dual duct HVAC systems and multi-zone HVAC systems to variable air volume systems, replacing variable inlet vanes on fans with variable frequency drives, replacing electric duct heaters with hot water systems, replacing electric boilers with gas or oil fired boilers, and converting air-cooled chillers to water cooled systems.

ENERGY MANAGEMENT AND CONTROL SYSTEMS

Ameresco's engineers and project developers have a wealth of experience in energy management control systems (EMCS) for large and small facilities. *Ameresco does not represent any one manufacturer or product line of control system and can work with clients to tailor the system to their needs. As a vendor-neutral ESCO, Ameresco produces unbiased, value-based energy programs to address the unique needs of each of client.* Ameresco is neither affiliated with nor a subsidiary of any equipment or system manufacturers. Thus, our energy projects are never influenced by the sale of equipment or systems. Ameresco has worked with all major manufacturers including Johnson Controls, Alerton, Tridium, Network 8000, Siemens, Honeywell, Automated Logic, Schneider Electric, and Andover systems.

Additionally, Ameresco has extensive experience converting systems from pneumatic controls to Direct Digital Controls (DDC), which is often a desired measure to improve the monitoring and control of the systems. Ameresco has experience installing BACNet, LONWORKS, MODBUS, and other open protocol systems. A key element to achieving EMCS savings is eliminating simultaneous heating and cooling within a given zone and matching facility conditions with the needs of the specific facility.

In addition to the installation of EMCS, Ameresco has used EMCS to provide continuous commissioning and re-commissioning of HVAC and lighting systems. As part of a short-term M&V program, Ameresco uses the EMCS to provide 60- to 90-day trend logging on various critical points to make sure that the systems are operating according the energy savings calculation parameters. By using the EMCS to continuously commission (i.e., monitor) the operation, Ameresco verifies the correct operation of the system. Ameresco selects "open protocol" solutions that will allow the City to build on any existing infrastructure for future facilities expansion.

BUILDING ENVELOPE

Ameresco will conduct evaluations of existing levels of wall, floor, ceiling, and roof insulation. We will examine the design and condition of fenestration (windows/doors), any interior and exterior shading provisions, and construction materials. The extent to which air infiltration may have an effect is noted, and air pressurization techniques are sometimes used to determine air infiltration rates. Consideration will be given to the effect of reflective surface materials, as well as additional weather-stripping, caulking and sealing.

WINDOWS

Ameresco has experience replacing existing windows with new energy efficient windows. A typical replacement project includes removing the old single pane windows for replacement with dual pane low-emissivity (low-E) windows.

INSULATION

Ameresco can install insulation and modify soffits to prevent air from infiltrating the return air stream.

WEATHERIZATION

Installing weather stripping, door gasketing, and sealing air leaks is a simple but effective energy efficiency measure appropriate for most building and facility types.

ROOFS

Installing reflective cool roof technology improves the reflectivity and emissivity of the roofs surface, improves comfort, and lowers energy consumption.

SPECIALTY SYSTEMS

Ameresco will audit all systems that use energy including compressed air; industrial processes; laundry and kitchen equipment; trash compaction; and communications, security, and swimming pool systems. We will also investigate savings opportunities in computer power management, power quality, electrical distribution, load management, and demand response technologies.

WASTEWATER TREATMENT

Wastewater treatment plants often account for 30 to 50 percent of a city's electric bill, which provide an excellent opportunity for energy savings. Pumps, motors, and blowers are often good candidates for replacement. Because aeration could account for over 50 percent of the energy used by wastewater plants, converting mechanical aerators to diffused aeration can be beneficial. Where diffusers are already in place, updating existing equipment with automatic dissolved oxygen controls is often a good measure. Depending on the size of the plant; methane gas can be used to create energy for larger plants if the plants have existing anaerobic digesters. Ameresco has experience capturing, treating, and utilizing methane gas in various applications for large and small wastewater facilities.

We understand that the City's wastewater treatment facility is currently undergoing a significant expansion, as such, the scope of efficiency measures that could be considered at the facility may be limited. As the highest energy user in the City, this facility represents a significant opportunity for reduced utility costs and operational improvements, Ameresco will follow the City's lead at this site and make recommendations in collaboration with the engineer-of-record for the expansion project, as directed. Given the size of the existing facility, there may be a significant opportunity for on-site solar generation either as a City-owned asset or in an Ameresco owned and managed Power Purchase Agreement (PPA). In the PPA model, Ameresco can take advantage of the Investment Tax Credit (ITC) and reflect that benefit in the economics of the PPA.

In addition to these ECMs, the City may also have an opportunity to expand upon current participation in utility demand response programs by exploring controls solutions to enable Automated Demand Response (ADR) at the WWTP. These programs may require controls upgrades and, more importantly, specific controls strategies that allow the facility to receive communications from the utility, in this case, Southern California Edison, and shed energy load while not impacting the integrity of the treatment process. These programs can be lucrative for wastewater treatment facilities if implemented properly. Ameresco will explore these options in collaboration with the WWTP management staff to determine the viability of demand response measures at this site.

We recognize that maintaining compliance with the Regional Water Quality Control Board is the City's highest priority at this facility. Consequently, any proposed process related improvements will be thoroughly vetted with the City's treatment plant management and operations staff at the IGA stage to ensure the modifications are consistent with the City's operational needs.

IRRIGATION

Irrigation is often a significant budgetary item, especially in Southern California. Ameresco has implemented many projects to reduce this cost by replacing non-native species, including many grasses, with native plants that require little or no watering. At the State of Nevada Belrose and Bradley Buildings in Las Vegas, for example, Ameresco converted over six acres of turf to desert xeric landscape, saving over 10,000,000 gallons per year and substantially reducing landscape maintenance costs. This project also included an Americans with Disabilities Act accessible xeric landscape demonstration garden for use by landscape architect students to showcase the benefits of saving water. Given the ongoing drought conditions in California and accompanying State mandates for conservation, The City can take advantage of incentives available to local agencies for water conservation to enable this work.

For facilities that require non-native grasses or other water-intensive species, such as sports fields, Ameresco can install “smart” sprinkler systems which irrigate based upon the soil’s moisture content. Watering is reduced after a rainstorm, for example, and will likely occur less frequently during periods of high humidity. On average, these systems can reduce irrigation costs by upwards of 30 percent.

INDOOR PLUMBING SYSTEMS

Inside the facilities, Ameresco will evaluate the feasibility of a number of plumbing retrofits that replace plumbing fixtures and flush valves with lower-flow units, install low-flow aerators on faucets and, in some cases, add automatic controls on fixtures. Old diaphragm flush valves have a historically high maintenance cost for leaky rubber diaphragms. Ameresco replaces these valves with piston-style flushometers that require virtually no maintenance and dramatically reduce the leakage rate.

KITCHEN AND DINING FACILITIES

There are several energy conservation opportunities within kitchen and dining facilities, including gas pilots on cooking appliances, fuel switching of kitchen equipment, and installation of variable air-volume exhaust hoods to demand control ventilation for dining area make-up air.

FLEET

Ameresco can work with clients to improve fleet operations to reduce reliance on fossil fuels and enhance vehicle efficiency. In one common solution, Ameresco will install nitrogen tire fill stations to fill tires with nitrogen instead of oxygen. Because nitrogen filled tires lose pressure far less quickly than oxygen, tire life is extended, gas mileage improves (typically between three and ten percent), and maintenance time to inflate tires is reduced. In other cases, Ameresco has provided clients with solar powered or electric golf carts to reduce or eliminate fossil fuel emissions. While the City has invested in compressed natural gas (CNG) infrastructure to fuel the Pass Transit fleet, there are opportunities to get ahead of the “electrification” of public transit fleets that Ameresco can help the City identify as part of our IGA. This includes funding sources for charging infrastructure and purchasing electric vehicles, as well as understanding the short and long-term budget impacts of electrification.

POOL SYSTEMS

Swimming pools offer a host of opportunities for cost, water and energy savings. Ameresco engineers and project managers have applied a variety of measures for our clients, including installation of pool covers, leak repairs, variable frequency drives, and alternative heating methods. There are also cost savings to be realized by doing on-site and on demand chemical treatment. Producing less toxic solutions on-site enables a facility to reduce health and safety risk by eliminating high concentration hazardous chemicals from the work place, and also enables a facility to generate their own chemicals at a fraction of the cost of buying in bulk.

COMPUTER AND DATA PROCESSING EQUIPMENT

Because most data centers operate 24/7/365 days per year, they provide a significant opportunity for energy consumption savings. Ameresco has created a process for data centers to significantly reduce the amount of energy required to cool the facilities by taking advantage of a proprietary evaporative cooling process and hot and cold aisle separation structure. Energy savings can be as high as 80 percent in cooling-load reduction. When coupled with utility rebates, data centers can provide a quick payback period that fits most organizations’ capital improvement budget requirements.

SUPPLY-SIDE SOLUTIONS

Ameresco offers a full range of services on the supply side of the utility meter to ensure utilities are procured at the lowest cost available in the marketplace over the long-term.

RENEWABLE ENERGY PROJECT DEVELOPMENT

Building upon a strong reputation and nearly 400 MW in renewable energy experience, Ameresco develops energy solutions including solar photovoltaics (PV) and thermal, landfill-gas-to energy, biomass, biogas, geothermal, and

cogeneration and microgrid projects to meet the client's supply needs. Ameresco has the expertise to design and install on- and off-grid renewable energy systems of nearly any size or scope. Further, Ameresco can develop and finance renewable systems with no up-front capital cost, as well as own, operate and maintain the project with a portion of the energy cost savings as payment. With the Federal Investment Tax Credit (ITC) expiring at the end of 2019; it is the optimal time to explore power purchase agreements (PPAs) at City facilities, such as the wastewater treatment plant, where the economics make sense and the City can monetize these private tax credits.

We are experts in designing custom solar PV and thermal systems for clients with challenging operational or installation requirements. Most of our projects are installed on active, high profile public campuses that operate 24 hours a day/7 days a week. These locations require extensive coordination efforts between numerous stakeholders, including site administration, facilities and operations personnel, and permitting agencies to ensure that normal business operations are not interrupted.

COMMODITY PROCUREMENT

Ameresco can procure energy for use in all facilities at a savings to the alternative utility rates available. Energy procured includes electricity, if allowed by state regulation, and natural gas. Our comprehensive set of services addresses all aspects of creating, purchasing, managing and using energy. Ameresco can work with your energy supplier(s) to ensure they recognize the value of your renewable energy purchases while providing the best electricity pricing available. If savings will not be realized through competitively sourced procurement, then the facilities shall remain with, or be returned to, utility supply. A savings report shall be generated annually.

RATE ANALYSIS & NEGOTIATION

Using our understanding of tariffs, rate structures, and energy systems, we can reduce the cost of energy by identifying where a more beneficial rate is available, leveraging advantage of economic development riders, and recommending adjustments in the way utility services are purchased, received, or used. Often, a basic audit of the City's utility bills can uncover significant opportunities for savings, simply by changing the account to a more beneficial rate. While time consuming and tedious to City staff, Ameresco's experienced project development team is very familiar with all the applicable rate structures that may be available for a specific account and can decipher whether or not the City is taking advantage of the best rate.

ENERGY PRICE RISK MANAGEMENT

Volatility in utility prices is a growing concern in California, issues with large natural gas storage facilities and ongoing questions about liability for natural disasters has made utility customers rightfully concerned about how these larger issues will affect their monthly bill. By hedging this exposure, Ameresco can assist clients gain budget stability and predictability. Ameresco offers hedging strategies that integrate fixed price, basis, and swing exposure mitigation. We execute hedge transactions at the best market prices. In addition, Ameresco can assist the City in evaluating the risks and benefits of Community Choice Aggregation (CCA) opportunities. Our deep knowledge and experience in working for the Investor-Owned Utilities in California and crafting Public Utilities Commission programs gives us a unique insight and perspective into the utility landscape that will benefit the City as all options are considered.

ENERGY INFORMATION SYSTEMS/WEB-BASED SYSTEMS

ASSET SUSTAINABILITY

The Ameresco Asset Sustainability program helps clients develop strategies to manage the funding gaps associated with aging infrastructure. Asset Sustainability reviews key risk management criteria to identify and prioritize the most important renewal and replacement projects. The program provides valuable data to help decision-makers define long-term capital planning strategies which leverage available funds to maximize project value.

The Asset Sustainability approach incorporates state-of-the-art business processes designed to manage current capital costs and predict the future capital needs for multi-facility public and private property owners, including commercial clients; states, counties and municipalities; higher education institutions; public housing authorities; K-12 schools; and healthcare.

BUILDING DYNAMICS

REMOTE OPERATIONS CENTER

Ameresco can provide additional support to the City through remote operation support for heating, ventilation, and air conditioning (HVAC) controls and can provide utility bill management, tracking, and troubleshooting services through Ameresco’s Building Dynamics dashboard and reporting system. Ameresco has experience designing, installing, commissioning, and operating all major brands of HVAC control systems including Johnson Controls, Siemens, Honeywell, Trane, Alerton, Delta, and Automated Logic. The Building Dynamics software system is accessed by our clients via a password protected website. The website is customized to the needs of each individual customer and can even provide customized reports for each different type of user.

ENTERPRISE ENERGY MANAGEMENT

The Building Dynamics Enterprise Energy Management Software suite collects energy consumption information in a single cloud-hosted repository. It is positioned to help clients with a comprehensive and proactive energy management approach. Through the software, clients can access interactive dashboards, set alerts, and extract reports related to energy performance. Ameresco’s unique position is to provide this software solution alongside its broad energy services expertise to help clients with their strategic energy planning and to adopt a proactive energy management approach, delivering enhanced and sustained savings.

The Building Dynamics software can be tailored to meet the unique goals and needs of the City. A few examples of the interactive interface capabilities showing real-time data follows:



Figure 3.6. Enterprise Energy Management Suite

PUBLIC ENERGY DASHBOARD

Employee and/or public facing occupant engagement dashboards are designed for viewing from displays and kiosks and through a website providing access to the desired audience. These dashboards provide an overview of buildings performance, real-time energy usage, sustainability metrics, and educational materials. Their goal is to increase awareness and drive occupant engagement towards behavior change and sustainability efforts. Additionally, dashboards can incorporate the City’s own content, such as html files, images, Facebook pages, Twitter, and other blog feeds into the dashboard.



- Description of project financing models, asset ownership offerings, public-private partnership opportunities, or service agreements available to the City.

The City of Beaumont has overcome significant hurdles in recent years that have led to drastic improvements in budgetary processes and fiscal accountability. Ameresco recognizes Beaumont's need to maintain financial responsibility and maximum transparency with the community about any financing obligations that the City assumes. Ameresco is committed to assisting the City in finding the right financing solution that meets the unique goals and needs of the City.

Ameresco's technology and vendor neutral approach flows through to our financing and allows for multiple options. Ameresco's finance professionals have years of experience assisting clients identify the most cost-effective financing mechanisms for implementing a wide array of energy projects including tax-exempt financing, power purchase agreements (PPAs), or some combination thereof.

Ameresco has sourced and raised more than \$3.0 billion of project financing over the past 19 years, from various lending sources including John Hancock, Bayerische Landesbank, Bank of America, Capital One, Chase Bank, Crews and Associates, Hannon Armstrong, Union Bank, and several other financial institutions. Using existing cash resources, cash flows from Ameresco's operating activities, and access to credit through multiple lending relationships, Ameresco has the resources necessary to develop, implement, and finance the many of our clients' projects.

Ameresco receives no remuneration for these services. Depending upon the needs of the City, the responsibilities of Ameresco's finance team may include:

- Assisting in the development of an RFP in conjunction with the City to select a financing institution who will be responsible for providing the financing
- Leveraging lender relationships to encourage responses from those experienced with financing energy projects
- Utilizing market knowledge and experience to review and analyze bidder responses
- Preparing a summary of bid results, highlighting distinguishing factors of the proposals for the City's review
- Reviewing RFP results with the City to assist in the selection process
- Introducing City staff to selected lender and interface with all parties involved in the financing process
- Determining timetable for closing of escrow and initiation of project construction
- Finalizing project financial model and contract to reflect final financing terms and conditions

Our financial agnosticism is unique in our industry in that we are happy to provide financing comparisons to our clients for the financing structure that meets each clients' goals. Any project should be approached with an open mind as to whether there are tax credits or speed to completion which may steer a project towards a project financed by the City's energy partner. However, anytime that is considered, we should also look at the cost-benefit of having the City provide financing through a capital lease or other means unique to each client.

Ameresco has a robust business in the federal energy market where all of the financing transactions are taxable service agreements. Further, we have extensive experience working under service agreement models and the risk reward tolerance of the City can drive the decisions throughout the process of developing in a structure that most suits the City.

Ameresco is dedicated to continually working with public utilities; local, state, and federal agencies; and other pertinent organizations to keep abreast of the latest rebate and incentive program offerings and guidelines to help maximize the amount of additional funding clients can receive in support of their energy projects. For Beaumont, Ameresco's project team would work closely with the City's Southern California Edison and Southern California Gas Company representatives to take advantage of the programs available to the City. The in-house structured finance

team will work closely with project developers to ensure the final solution meets all rebate and incentive requirements from local, state, and federal sources.

- Describe significant construction issues involving the following: 1) equipment non-performance, 2) design or development issues and 3) unexpected delay; and how they were resolved.

Construction issues are an inevitable part of our business, and our project delivery team is equipped with the power to make decisions in an expedient manner. Ameresco approaches all decisions made during construction from the perspective of creating a “win-win” situation for our clients and Ameresco. The strongest evidence for this is our percentage of repeat customers within the past 5 years; 54% of our clients in the Southwest region have selected Ameresco to implement multiple phases of work. The examples provided below do not specifically name the customers involved, however, Ameresco can provide references to the City if requested.

EQUIPMENT NON-PERFORMANCE

Ameresco worked with a customer in Texas to install a new 1,000-ton chiller with dual compressors as part of a comprehensive energy project. One week after the equipment was initialized, it began to experience a series of component failures over a 90-day period. Similarly, a 1,500-ton chiller had been installed at the same site and was experiencing no issues. Ameresco worked with the equipment manufacturer and distributor to address the urgent repairs, provide a 10-year warranty for parts and labor at no additional cost to the customer, and to have the manufacturer remotely monitor the chiller 24/7. Finally, to guarantee that the client is covered in the event of another failure, Ameresco worked with the equipment manufacturer to secure an agreement to replace the equipment in the event of another major failure. With the root cause addressed and ongoing monitoring services in place, the equipment has been operating without a single failure since the initial challenges appeared. Ameresco leveraged our relationship with both the equipment manufacturer and the distributor to mitigate future risk of equipment non-performance and took the lead on negotiating the best long-term solution for the customer.

DESIGN OR DEVELOPMENT ISSUES

During the development phase of a recent project with a municipality in California; Ameresco identified an opportunity to retrofit the exterior lighting of several of the City’s facilities to LED. However, in the time between the delivery of the investment grade audit and the approval of the construction contract; the lighting incentives previously identified as available through the local utility company were adjusted by the California Public Utilities Commission in a manner that did not produce a financial benefit to the City. Ameresco worked collaboratively with City staff to identify another site with a lighting retrofit opportunity which resulted in greater energy savings to the City than the original scope of work. The realization of additional energy savings over the term of the project produced a net financial benefit to the City that exceeded the amount that had been lost in discontinued utility incentives.

UNEXPECTED DELAY

While working to close-out a project with a public agency in California; due to unforeseen circumstances, the entire Board of Trustees that originally approved the project had turned over between the start of the project and the project closeout period. The subsequent financial distress and confusion that the agency experienced delayed Ameresco’s ability to close out the project. Unlike other contractors that were under contract with the agency, Ameresco did not seek legal or financial recourse for the ongoing project delays. Instead, Ameresco worked to educate the new board members about the project while staying firm on our original price and eventually worked with the staff and new board members to close out the project successfully. Ameresco understood that being a good partner to the agency meant not piling on to an already difficult situation and would not result in a successful project or a satisfied customer.

TAB FOUR: PROJECT REFERENCES

The intent of the project references section is to judge the breadth of expertise and successful outcomes of the responding firm. Provide (1) recent representative project reference for the following services. Project or service must have been provided in the last five years.

- Name and Location of project
- Project price and savings, if applicable
- Project approval and completion dates
- The energy conservation measures implemented or deliverable to the customer
- Customer name, title and contact information

1. ENERGY SERVICE PERFORMANCE CONTRACT

NATIONAL CITY CITYWIDE ENERGY AND WATER CONSERVATION PROJECT

National City, California

<https://www.sandiegouniontribune.com/communities/south-county/sd-se-national-city-energy-conservation-20190221-story.html>



PROJECT PRICE

\$5,403,308

PROJECT SAVINGS

National City expects to realize \$240,000 in annual energy savings. The project is expected to generate savings of \$5.6 million over the next 25 years.

PROJECT APPROVAL

June 2017

PROJECT COMPLETION

March 2019

PROJECT SCOPE

In 2014, Ameresco was awarded an IGA to develop an Energy Savings Performance Contract for the City of National City. Subsequently, in 2016, the City issued a Notice to Proceed to Ameresco to then move forward with the final development of an energy savings performance contract (ESPC). In 2017, the City of National City awarded Ameresco an ESPC designed to save the City more than 18 percent annually in utility costs. Energy improvements include comprehensive interior and exterior LED lighting retrofits, solar photovoltaic (PV) installations, HVAC mechanical and controls, duct cleaning, as well as domestic water and irrigation control retrofits. While this project included energy savings, it allowed the City to address underfunded critical deferred maintenance needs.

“It transitions us into a more sustainable environment, providing new equipment to allow us to move into a much longer facility life(span) and keeps us operating at a more cost-efficient amount”

Jose Lopez, Associate Civil Engineer
to The San Diego Union-Tribune

Ameresco was able to assist National City in securing \$17,979 in energy and water rebates.

CLIENT REFERENCE INFORMATION

Stephen Manganiello
Deputy City Manager
National City
P: 619.336.4380
E: smanganiello@nationalcityca.gov

GENERAL SERVICES ADMINISTRATION REGION 9 SAN DIEGO SERVICE CENTER

San Diego, California

<https://www.ameresco.com/ameresco-partners-u-s-general-services-administration-federal-espc-arizona-california-nevada/>

PROJECT PRICE

In 2016, as part of the second round of the NDER Program, GSA awarded Ameresco an ESPC task order for solar PV with a battery storage system, water conservation measures, and energy efficiency upgrades to 12 Federal buildings across three Western states. The total contract, valued at \$26.4 million with the additional modifications, is designed to provide facility-wide energy conservation measures to federal buildings and courthouses located in Arizona, California, and Nevada.



PROJECT SAVINGS

The total project is expected to achieve \$1.4 million in verified energy savings.

PROJECT APPROVAL

April 2016

PROJECT COMPLETION

February 2018

PROJECT SCOPE

The project scope included energy and water conservation measures and advanced building envelope solutions (such as new double pane windows, revolving entry door, and architectural glass wall around a jury assembly room to reduce air changes and improve juror comfort). The project also featured the deployment of 644.5 kilowatts of solar on carports and rooftops across the facilities, integrated smart building controls at all buildings, high-efficiency transformers, optimized primary-variable chiller systems with temperature reset and part-load optimization controls at several of the buildings, and 30,000 new high efficiency light fixtures with dimmable controls. Ameresco implemented HVAC upgrades and HVAC controls optimization at several locations, including chilled water system improvements; chiller plant optimization; installation of a new, high-efficiency centrifugal water-cooled chiller, and boiler plant optimizations. Ameresco deployed a 750 kW / 1500 kWh Tesla Battery Storage System for Advanced Demand Response (ADR) to work together with the PV to reduce the facility's total demand and electricity costs.

Ameresco built the total project ahead of schedule and under budget to the satisfaction of the GSA customer. The variety of ECMs, the number of sites, and the need to mobilize in different states with slightly different work requirements presented a significant project management challenge. Ameresco addressed these challenges through frequent communication with the customer, and close coordination of all construction activities. For the battery and PV work at the San Diego site, Ameresco's in-house engineers led the interconnection process with the utility (SDE&G). This allowed us to successfully complete the commissioning and testing of the electrical interconnection on schedule.

CLIENT REFERENCE INFORMATION

Danielle Bogni
Environmental Specialist/Alternate COTR
General Services Administration
P: 415.522.3396
E: danielle.bogni@gsa.gov

2. POWER PURCHASE AGREEMENT

DRUG ENFORCEMENT ADMINISTRATION, EL PASO INTELLIGENCE CENTER

El Paso, Texas

<https://www.ameresco.com/ameresco-and-u-s-drug-enforcement-administration-commemorate-completion-of-new-2-5-megawatt-solar-system/>

PROJECT PRICE

\$5.5 Million

PROJECT KWH GENERATED/SAVINGS

This unique finance schedule will allow the Government to save over \$1.6 Million over the 20 year performance period.

PROJECT APPROVAL

September 2017

PROJECT COMPLETION

August 2018

PROJECT SCOPE

Ameresco recently completed a 2.5 MW solar system comprised of two ground-mount solar PV arrays on the site of the El Paso Intelligence Center (EPIC). The PV system is designed to produce up to 85 percent of EPIC's electricity usage. Onsite clean energy generation via the PV system also supports energy security and resiliency, which is critical to the around-the-clock operations at EPIC that supports DEA's overall mission.



The solar facility will reduce electricity costs, provide long-term electric pricing stability, and will reduce carbon emissions of more than 3,400 metric tons annually. Ameresco will own and operate the solar system for a period of 20 years providing electricity to the DEA.

The DEA contracted with Ameresco in September 2017 under an Energy Savings Performance Contract (ESPC) through the U.S. Department of Energy's ESPC ENABLE program. The contract with Ameresco was uniquely structured to capture the financial benefits of the solar investment tax credit through an energy sales agreement within the traditional ESPC.

Overall, the ESPC is expected to achieve more than \$9.2 million in energy cost savings. As part of the energy project, Ameresco also converted more than 1,400 interior and exterior lighting fixtures to high-efficiency LEDs.

The solar system is the DEA's first renewable energy system and first ESPC that will advance agency expertise in renewable energy system installation and integration that can be used by other government facilities. The U.S. Department of Energy's Federal Energy Management Program (FEMP) provided technical support for project development, including grant funding through the Assisting Federal Facilities with Energy Conservation Technologies (AFFECT) program.

CLIENT REFERENCE INFORMATION

Mike Sandler
Energy Program Manager
U.S. Department of Justice
P: 202.353.1066
E: Michael.J.Sandler@usdoj.gov

PROMINENT HEALTHCARE PROVIDER

California and Hawaii

Ameresco has partnered with a leading healthcare provider to develop and install a solar portfolio throughout **105 sites** totaling **72 MW** in California and Hawaii. Projects include rooftop, ground mount, parking garage superstructure, and parking lot carport installations. **As of March 2019, there are 45 facilities with solar completed by Ameresco totaling 20.8 MW.** These projects include a beautiful 972 kW-DC solar superstructure in Pleasanton, CA and a 544 kW-DC carport in Livermore, CA. These projects have tapped into incentives offered by the Sacramento Municipal Utility District's and Los Angeles Department of Water and Power's Solar Incentive Programs.

To minimize parking disruption while facilitating uninterrupted services to their members, Ameresco's construction team utilized phasing strategies, off-site and valet parking, as well as off-hour work for specific construction tasks and utility shutdowns. Through disruption planning coordination with each Site Service Administrator and their respective team, Ameresco proactively mitigated any potential disruption to the daily operations during the installation phase.

KWH GENERATED ANNUALLY:

33,660 MWh/Year

PROJECT PRICE

\$67,865,218

PROJECT KWH GENERATED

The PV systems produce approximately 34.3 million kilowatt hours (kWh) per year

PROJECT APPROVAL

August 2013

PROJECT COMPLETION

Various 2014 through May 2019

PROJECT SCOPE

Ameresco has partnered with a leading healthcare provider to develop and install a solar portfolio throughout **105 sites** totaling **72 MW** in California and Hawaii. Projects include rooftop, ground mount, parking garage superstructure, and parking lot carport installations. **As of May 2019, there are 45 facilities with solar completed by Ameresco totaling 20.8 MW.** These projects include a beautiful 972 kW-DC solar superstructure in Pleasanton, CA and a 544 kW-DC carport in Livermore, CA. These projects have tapped into incentives offered by the Sacramento Municipal Utility District's and Los Angeles Department of Water and Power's Solar Incentive Programs.

To minimize parking disruption while facilitating uninterrupted services to their members, Ameresco's construction team utilized phasing strategies, off-site and valet parking, as well as off-hour work for specific construction tasks and utility shutdowns. Through disruption planning coordination with each Site Service Administrator and their respective team, Ameresco proactively mitigated any potential disruption to the daily operations during the installation phase.

CLIENT REFERENCE INFORMATION

Client has requested that specific references only be provided on a case-by-case basis. Should the City desire additional information, Ameresco will make the appropriate requests.



3. ENERGY MASTER PLANNING OR ENERGY SUPPLY MANAGEMENT

SAN JOAQUIN COUNTY – FOOTHILL LANDFILL GAS TO ENERGY (LFGTE) AND SOLAR PHOTOVOLTAIC PROJECT

Linden, California

PROJECT PRICE

LFGTE Project: Confidential

Solar Project: Approximately \$10 Million

PROJECT REVENUE/ENERGY SAVINGS

LFGTE Project: The County is compensated via a royalty rate for the landfill gas. This rate is confidential.

Solar Project: Savings is projected to be over \$250,000 annually.

PROJECT APPROVAL

LFGTE Project: February 2012

Solar Project: Solar Amendment, August 2018; Final Planning Approvals Expected August 2019

PROJECT COMPLETION

LFTGE Project: April 2014

Solar Project: Construction is expected to begin in Q3 2019 and be completed Q1 2020

PROJECT SCOPE

Ameresco is one of the largest landfill gas to energy (LFGTE) developers in North America. In the past 10 years, Ameresco has developed more landfill gas (LFG) projects in California, than any other renewable energy developer. This portfolio of successful projects includes 10 projects throughout California. Some of the plants simply capture the landfill gas and sell it to various public and private entities. Some of the end uses include alternate-fuel electricity production to cities and towns, steam production for industrial processes and space heating, as well as domestic hot water and air conditioning.

Ameresco has been very successful in bringing projects on-line in a quick and cost-effective manner, in a way that promotes and enhances environmental protections and emissions reductions. Ameresco has rescued and resurrected several projects that were abandoned by other developers, developed challenging projects that required



a little more innovation and thought, and we have taken on projects that were undesirable to other project developers because of size or location. As a result, our project portfolio is diverse; our projects are large and small, direct use and electric generation; and have different end users, and project configurations. The common thread among all of these projects is that the Ameresco team was able to find a way to overcome project development barriers to complete projects and realize significant emissions reductions.

“The County needed to make some energy out of that trash. The County was just burning the methane – what a waste. Methane is now money to the County.”
 Desi Reno, Integrated Waste Manager

In early 2014, Ameresco completed a 4.3 MWe LFGTE project at the Foothill Landfill in Linden, CA. The facility, combined with a second new facility located at San Joaquin County’s nearby landfill, are expected to generate 8.6 MWe of clean energy which will provide clean power for more than 5,100 local homes and businesses annually. In

order to bring these projects to fruition, Ameresco partnered with the City of Palo Alto, a very progressive utility determined to provide the residents and local business community with clean energy at affordable prices. We are fortunate to have the citizens of Palo Alto and San Joaquin County as clients and look forward to serving them with energy from this new renewable resource.

Ameresco is currently in the engineering and planning phase to implement a turnkey solar-supplied energy system for the County of San Joaquin. The project will utilize the RES-BCT program in which a single large array will be installed and meters throughout the county will be credited with a reduction in their energy bills.

The proposed solar system consists of approximately 13,554 solar modules designed to provide a solar output of approximately 5 MW-DC. Ameresco will own, operate, and maintain the system under a PPA.

CLIENT REFERENCE INFORMATION

Desi Reno
Integrated Waste Manager
San Joaquin County
P: 209.468.3066
E: dreno@sjgov.org

CITY OF CHICAGO ENERGY SUPPLY MANAGEMENT

Chicago, Illinois

PROJECT PRICE

\$120 Million in managed energy spend

PROJECT SAVINGS

Over \$10 Million in documented savings to the City since the project initiated.

PROJECT APPROVAL

2013

PROJECT COMPLETION

Current Renewal through November 2021

PROJECT SCOPE

Ameresco delivers a comprehensive energy supply management scope to the City of Chicago including energy procurement and price risk management, energy invoice validation, budgeting, and reporting. The City has an annual energy spend of over \$120 million on electricity, natural gas, diesel and gasoline. Ameresco assists the City for all of these energy forms. Ameresco drafts the City's annual energy budget and reconciles it monthly across 31 departments within a strict timeline. Additionally, Ameresco conducts conference calls with key City decision makers every other week during which market dynamics, performance reporting (budget vs actuals, hedge report, value report), and open action items are reviewed and discussed. Ameresco validates the City's utility and supplier bills using customized models, finding billing errors a typical utility bill management company would not find.

Ameresco also once performed oversight of the City's municipal aggregation program; however, that program is no longer extant. Ameresco leaves no stone unturned when it comes to finding savings and managing risk.

CLIENT REFERENCE INFORMATION

Amanda LaBrier
Director of Energy Management
City of Chicago
P: 312.744.5352
E: AmandaLaBrier@cityofchicago.org

4. SMART CITIES PROJECT

WICHITA FALLS MULTI-PHASED WATER METER AND STREETLIGHTING RETROFITS

Wichita Falls, Texas

PROJECT PRICE

Phase I, Water Meter Retrofit: \$15,884,487 Phase II, Streetlighting Retrofit: \$2,880,784

PROJECT REVENUE/SAVINGS

Phase I, Water Meter Retrofit: \$1,043,386 Phase II, Streetlighting Retrofit: \$235,664

PROJECT APPROVAL

Phase I: February 2016
 Phase II: August 2018

PROJECT COMPLETION

Phase I: June 2018
 Phase II: July 2019

PROJECT SCOPE

The scope of the **Phase I** project included a replacement of 33,249 water meters, rebuilding of 189 existing Sensus Omni T2 water meters, and the installation of a fixed-based Sensus FlexNet AMI (Advanced Metering Infrastructure) system.

Ameresco and the City of Wichita Falls evaluated four different AMI systems and water metering technologies. In June 2018, Ameresco deployed a turnkey fixed-based AMI system for the City. The new AMI system is the Sensus FlexNet system that uses its own licensed radio frequency for wireless communication. Installation of the

network infrastructure consisted of the installation of four Sensus M400 Base Transceiver Stations at the City's existing water towers. For the communication backhaul to the remote host, the system uses the cellular backhaul via AT&T wireless service. Ameresco installed four Sierra Wireless GX450 cellular modems for the backhaul. The Sensus FlexNet system was ultimately selected by the City based on its unique compatibility with the City's existing infrastructure and licensed frequency to mitigate the risk of potential RF interference.



SMART CITY USE CASES



Following the successful Phase I project, **Phase II** included the streetlighting replacement of approximately 5,500 existing fixtures with energy efficient LED fixtures with optional savings through energy savings guarantee and maintenance program. Due to the nature of the photocells installed, this project positions the City as "smart city ready" in the event that the City desires to incorporate smart city applications in the future by connecting to these new photocells. Further, with the 3000K and 4000K fixtures installed as part of this project, the City adheres to International Dark-Sky Association recommendations, as well as American Medical Association (AMA) recommendations for appropriate lighting levels in a municipality; thus, bringing additional value to Wichita Falls residents for years to come.

CLIENT REFERENCE INFORMATION

Phase I:
 Russell Schreiber, PE
 Director of Public Works
 City of Wichita Falls
 P: 940.761.7477
 E: russell.schreiber@wichitafallstx.gov

Phase II:
 John Burrus
 Director of Traffic
 City of Wichita Falls
 P: 940.761.7640
 E: john.burrus@wichitafallstx.gov

TAB FIVE: ADDITIONAL BENEFITS AND VALUE-ADDED ELEMENTS

- Describe any additional benefits that may result from ECM implementation and the respondent's added value elements.

Ameresco is excited about the opportunity to partner with the City to deliver projects that will demonstrate innovation, creativity, leadership in environmental conscientiousness, and fiscal responsibility. Together, we will provide a comprehensive strategy that advances the City's unique goals while providing a positive cash flow and creating a safer and more comfortable environment. Throughout each phase of the performance contract, the City of Beaumont will benefit from the following qualifications and capabilities:

- We are a flat organization, which means our employees have access to key decision-makers and are empowered to make quick decisions. Our lack of overhead also allows us to employ effective cost structures for our clients.
- Ameresco fully guarantees the project savings, and savings that exceed our guarantee will be retained by the City. The U.S. Department of Energy identified Ameresco as the leading energy service company delivering the highest energy savings per dollar invested.
- Our design-build approach helps to mitigate risks by our guaranteed fixed project cost with no change orders.
- Our project teams are onsite, empowered, and encouraged to make all local site-specific decisions.
- Our agenda is your agenda, since we are not affiliated with any specific products or service; we provide our unbiased, objective recommendations based on the best solutions available to the City. Our projects are never influenced by the sale of equipment or systems or ties with installation subcontractors.
- Ameresco strives to employ local labor and subcontractors to maximize the project's economic impact in the local community.

The key differentiators that Ameresco brings to this effort include:

- **Flexibility-** We clearly understand that dynamic environment of our municipal clients, from unfunded State mandates to the localized political sensitivities that impact a project's success. **Ameresco has mastered the ability to provide maximum flexibility in our engineering and design approach while simultaneously providing guaranteed results to our customers.**
- **Innovation and Vendor-neutrality-** Ameresco has an impressive background implementing innovative, new-to-market technologies that can provide significant energy, process, and operational savings to our clients. **We bring value by taking on the risk and ongoing performance guarantee for these technologies, making it easier for our clients with an appetite for innovation to install new technology solutions.**
- **Customer-centered approach-** Ameresco prides itself on our long-term relationships with our customers. Specific to the Southwest Region, we are proud to report that **54% of our clients in the last five years are returning customers.** We have a reputation in the industry for making good on our guarantees, rather than litigating them.
- **Pricing transparency and Financing flexibility-** Ameresco is very accustomed to working under a transparent pricing approach: Ameresco is an awardee under several of the U.S. Department of Energy ESPC contracts, and as part of the selection process Ameresco agreed to a not to exceed mark-up on typical energy conservation measures. **Ameresco has replicated this approach in the non-Federal space and found that this process fosters the development of an open relationship that serves as the foundation for a long-term partnership.**
- **Signature Project for the City-** Ameresco is committed to building our business in California and is positioned to provide significant resources focused on promoting projects through public outreach, peer education workshops, publishing white papers and case studies in relevant trade publications, and sponsoring events that showcase successful projects. **We are committed to sharing the City's success and showcasing your**

innovative leadership to both internal and external stakeholders using relevant metrics that speak to the specific benefits of a turnkey, budget-neutral energy efficiency project.

- **Expertise** - Our organization is structured regionally with a broad bench of experts in the industry, in fact, 70% of our employees have technical energy backgrounds. **Not only have we attracted the best talent from other ESCOs, we have also incorporated the preeminent experts in solar and energy storage, streetlighting and smart cities, renewable natural gas (waste to energy), Public-Private Partnerships (P3), Power Purchase Agreements microgrids, decarbonization, CCA's and other areas of innovation.** This allows us to bring the best experts into the project in the most streamlined and cost-effective structure.
- **Comprehensive Energy Partner** - Ameresco is truly a comprehensive energy partner. **In California and throughout the country and parts of the world, Ameresco provides services and solutions that span the energy spectrum.** We serve Utilities, providing consulting on public utility programs and provide tracking and implementation services. We provide in-house Asset Management and facility condition assessment services to capture, plan, and evaluate needs. We provide commodity supply services for bulk purchases of most major commodities. We provide financial solutions, including Ameresco as an equity owner, P3 partner, and provide expertise in leveraging the combined lowest cost of capital through government and utility programs as well.
- **Campus Expertise, Complexity Across Many Moving Parts** - Ameresco has extensive experience with campus, multisite projects. This includes extensive experience working in facilities operated and occupied around the clock, as well as high-security areas, including data centers, correctional facilities, historic places and agency headquarter buildings. **Our experience allows us to adapt to unique scheduling constraints, security requirements and operational needs sensitive to public facility concerns.**
- **Ameresco Self-Performs All of the Key Expert Aspects of the Project** - Ameresco self-performs the project development, engineering, project management, construction management, commissioning, M&V, and some O&M services as well. Under some contract structures, Ameresco also can act as the owner and equity financier of projects. Ameresco also self-performs additional services with Utility program integration and management, asset management, facility condition assessments, and other engineering and construction services. **To get the best pricing for the best solutions, we incorporate local small businesses, M/W/DVBE, SBE, and other local contracting entities, in conjunction with bidding out the subcontract trades to minimize the cost to the City.** Our procurement team has master purchasing agreements where we direct purchase through manufacturers, eliminating any stacking of markups.

POWERED BY OUR VALUES

Ameresco's values shape our culture and the way we conduct business. Our values are aligned with CARING about our stakeholders and are instrumental in guiding every aspect of our business.



COMMITTED

Engaged, loyal and accountable to our stakeholders in achieving our shared goals



ATTITUDE

Demonstrating a can-do attitude.



RESOURCEFUL

Nothing is insurmountable. We do more with less.



INTEGRITY

Empowered to do the right thing with consistent and high ethical standards in everything we do, by embracing honesty, fairness, respect and safety.



NIMBLE

The flexibility to remain ahead of a changing environment by being entrepreneurial, passionate, open, innovative and smart.



GREATNESS

Leading the industry by pursuing excellence and innovative solutions, demonstrating the highest standards, leveraging experience, and unlocking the hidden potential to create a more efficient, sustainable world.

CONTACT OFFICE

AMERESCO INC
135 S. STATE COLLEGE BOULEVARD
SUITE 265
BREA, CA 92821
T: 909 255 5682 F: 480 499 9171

