

# Volume I – Technical Submission

Response to Request for Quotes

For A Guaranteed Energy Savings Project At:

PA Department of Conservation & Natural Resources  
(DCNR) – State Parks & Forests Central Region, PA

Project No. GESA 2018-2  
Contract No. GESA 2018-2.1

Commonwealth of Pennsylvania  
Department of General Services  
Harrisburg, PA

January 17, 2019

Submitted by:



Company Name: McClure Company  
Company Address: 4101 North Sixth Street, Harrisburg, PA 17110  
Contact Person: Jon Zeller, Account Executive  
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[jonzeller@mcclureco.com](mailto:jonzeller@mcclureco.com)

January 17, 2019

Ms. Becky Tomlinson  
PA Department of General Services (DGS)  
Administrative Officer 2  
403 North Office Building  
401 North Street  
Harrisburg, PA 17120

**Re: McClure Company Proposal: Request for Quotes for A Guaranteed Energy Savings Project At: DCNR – State Parks & Forests, Central Region (PA Project No. GESA 2018-2 Contract No. GESA 2018-2.1)**

Dear Ms. Tomlinson,

McClure Company is pleased to submit our proposal response in consideration of providing the PA Department of Conservation & Natural Resources (DCNR) a customized Guaranteed Energy Savings Contract for its Central Region State Parks & Forests that reduces operational costs while addressing its “Core Energy Conservation Measures” and other critical capital improvement needs. In accordance with the RFQ’s specifications, please find enclosed four (4) hard copies of our Technical (Vol I) and ECM/Costs (Vol II) proposal, and two hard copies of our SDB & SB Participation Submission – Appendix D (Vol III). An electronic copy in PDF format of our Vol I & II proposals are also saved to a USB thumb-drive and included as requested.

**The McClure Value – Local, PA-Based Resources, Expertise, Capabilities**

Considering the diverse project scope, and large volume of DCNR facilities located over such a broad area, DCNR requires an Energy Services Company (“ESCO”) partner with considerable local, PA-based resources and expertise, coupled with extensive PA GESA project experience and financial stability, to successfully develop and deliver this comprehensive GESA program to schedule. McClure Company is that ESCO partner. As PA’s largest ESCO and Design/Build mechanical contractor that is headquartered within Pennsylvania, McClure Company has greater capabilities and more local resources available to manage construction, repairs, regular service and emergencies (24/7) than any other ESCO. In addition, we have direct experience already working with DCNR; providing services to many of its State Parks throughout the Central Region, such as Black Moshannon, Parker Dam, and many other DCNR locations. Geographically, we are ideally positioned and best organized to develop and then implement customized Energy Conservation Measures (ECMs) to all 64 State Parks & Forests within DCNR’s Central Region.

Founded in 1953, McClure Company is a full-service integrated energy, engineering, and contracting firm with an in-house team of engineers, construction managers, superintendents, installers, and maintenance service technicians. From our seven (7) PA office locations, we currently employ over 100 industry professionals and more than 550 field service and construction craftspeople, as featured within the table on the following page. Having developed and implemented comprehensive GESA solutions, performed Design-Build MEP installations, or provided HVAC maintenance services serving hundreds of other municipal and PA Agency clients located throughout the Commonwealth, including DCNR, McClure has the right experience, expertise and local, PA-based resources that DCNR needs in its ESCO partner.

McClure is headquartered in Harrisburg, PA with additional full-service offices located in State College, Sewickley, Williamsport, Wilkes-Barre, Allentown, and Horsham, PA. ***These offices will be leveraged to support the DCNR GESA project over the long-term.*** To date, we have successfully built over 200 PA GESA solutions in accordance to the legislation,





many of which serve large municipal institutions having numerous, distributed facilities over a large area that are similar in operation, technology, and are comparable to the DCNR sites included under this GESA program. Over the last 5 years alone, we have developed and implemented over \$600 million worth of customized energy saving solutions, Design/Build projects, and/or maintenance services throughout the Commonwealth. We manage over \$350 million in guaranteed energy savings commitments to PA institutions and maintain a bonding capacity of \$150 million in aggregate. Our GESA projects have the reputation and strong history of performance for our clients, such as recent projects for the PA Department of Human Resources Selinsgrove Center and White Haven Center. Both projects continuously surpassed the annual performance guarantee. As such, both facilities have elected to terminate the extended Measurement and Verification period.

McClure Company Staff Composition: PA Based Resources, Capabilities & Expertise	
President	1
Vice Presidents	7
Professional Engineers (PEs)	14
Designers	13
Development Engineers - Estimators	10
Construction Manager	24
Mechanical / HVAC Service Technicians	94
24 Hour Emergency to Routine Maintenance and New Installations	
Mechanical Foremen (Union)	107
Mechanical Fitters (Union)	346
Sale & Marketing, Account Executives	15
IT Specialists	3
Accounting Specialists	16
<b>Total:</b>	<b>650</b>

**Proposed GESA Program – Options for Consideration**

In addition to the Core ECMs, our team of professional engineers and estimators also evaluated multiple alternate ECMs and options for DCNR consideration. We devised an initial offering that addresses each site’s most critical needs while fully exhausting available energy savings and staying within compliance to RFQ requirements. *We also held the Avoided Capital amounts to a responsible level in accordance with the information provided within the bulletins released during the RFQ stage.* Please Refer to **Volume II, D.1-c Preliminary Assessment of Energy Conservation Measures (ECMs)** for a complete listing of all Core and Alternate ECMs considered, and flexible options available to DCNR. Many of them have been evaluated in detail so we can articulate each option during the interview process and subsequent IGA period.

McClure’s overall approach to GESA project development is to remain conservative with savings levels that are included within the GESA model. After analyzing all project information provided to date, additional data collection is required during the IGA phase to develop a better and more accurate understanding of DCNR utility usages, costs, and baselines. We are confident in our ability to professionally complete this task while also preparing ECM options for DCNR consideration, and further customizing this GESA program to DCNR priorities, needs and requirements.

McClure Company’s PA Vendor Number is #117888. We acknowledge receipt of all seven (7) DGS issued project Bulletins, and that our proposal is valid for a period of 180 calendar days from the date of submission. In addition, McClure Company certifies that the total energy savings projected within our final scope-of-work will be at least 95% of the savings projected within our Quote, the actual ECM costs shall be within 10% of the costs listed within the final IGA report, and that the project will be self-funded over the financial term of the project (maximum term of 18 years).

Thank you in advance for considering McClure Company and our proposal for the SCI Houtzdale GESA program.

Sincerely,

Thomas F. Brown, Jr.  
 President  
 McClure Company  
 4101 North Sixth St  
 Harrisburg, PA 17110  
 (717) 232-9743  
 chipbrown@mcclureco.com

Designated Point-of-Contact:

Jonathan E. Zeller  
 Account Executive  
 McClure Company  
 4101 North Sixth St  
 Harrisburg, PA 17110  
 (484) 560-8437  
 jonzeller@mcclureco.com

## **Appendix A** **Quote Signature**

**Offeror's Representations and Authorizations.** Offeror by signing on the signature page and submitting its Quote understands, represents, acknowledges and certifies that:

1. All information provided by, and representations made by, the Offeror in the Quote are material and important and will be relied upon by the Issuing Office in awarding the contract(s). Any misstatement shall be treated as fraudulent concealment from the Issuing Office of the true facts relating to the submission of this Quote. A misrepresentation shall be punishable under 18 Pa. C.S. § 4904.
2. No attempt has been made or will be made to induce any firm or person to refrain from submitting a Quote on this contract, or to submit a Quote higher than this Quote, or to submit any intentionally high or noncompetitive Quote or other form of complementary Quote.
3. The Quote is made in good faith and not pursuant to any agreement or discussion with, or inducement from, any firm or person to submit a complementary or other noncompetitive Quote.
4. To the best knowledge of the person signing the Quote for the Offeror, the Offeror, its affiliates, subsidiaries, officers, directors, and employees are not currently under investigation by any governmental agency and have not in the last four (4) years been convicted or found liable for any act prohibited by State or Federal law in any jurisdiction, involving conspiracy or collusion with respect to bidding or proposing on any public contract, except as disclosed by the Offeror in its Quote.
5. To the best of the knowledge of the person signing the Quote for the Offeror and except as otherwise disclosed by the Offeror in its Quote, the Offeror has no outstanding, delinquent obligations to the Commonwealth including, but not limited to, any state tax liability not being contested on appeal or other obligation of the Offeror that is owed to the Commonwealth.
6. The Offeror is not currently under suspension or debarment by the Commonwealth, or any other state, or the federal government. If the Offeror has received, within three years of the issuance of this RFQ, a Notice of Default from the Commonwealth, other state or the federal government, then the Offeror shall submit, as part of the Technical Submission, seven copies of a written explanation of why such Notice of Default was issued. This written explanation shall not exceed 1 sheet (2 pages) and shall not count towards the sheet and page limit established for the Technical Submission of the Quote.
7. The Offeror has not, under separate contract with the Issuing Office, made any recommendations to the Issuing Office concerning the need for the services described in the Quote or the specifications for the services described in the Quote.
8. Each Offeror, by submitting its Quote, authorizes all Commonwealth agencies to release to the Commonwealth information related to liabilities to the Commonwealth including, but not limited to, taxes, unemployment compensation, and workers' compensation liabilities.
9. Until the awarded GESA Contractor receives a fully executed and approved written contract from the Issuing Office there is no legal and valid contract, in law or in equity, and the GESA Contractor should not begin to perform.

10. The total energy savings projected in the final scope of work will be at least 95% of the savings projected in the Quote and that the project will be self-funded over the financial term of the project (maximum term of 18 years.)
11. Offeror agrees and certifies in accordance with the enclosed Commonwealth of Pennsylvania:
  - o Nondiscrimination/Sexual Harassment Clause
  - o Tax Liability Certification
  - o Americans Disabilities Act
  - o GESA Contractor Integrity Provisions
  - o GESA Contractor Responsibility Provisions
  - o Environmental Statement
  - o Compliance with State and Federal Statutes, Rules and Regulations
  - o Non-Collusion Affidavit

I am authorized to sign this Quote on behalf of the Offeror and I agree and state that McClure Company understands and acknowledges that the above representations are material and important and will be relied upon by the Department of General Services in awarding the contract(s) for which this Quote is submitted. I understand, and my firm understands, that any misstatement shall be treated as fraudulent concealment from the Department of General Services of the true facts relating to the submission of this Quote.

A handwritten signature in blue ink, appearing to read 'T F Brown, Jr.', written over a horizontal line.

Signature

Thomas F. Brown, Jr.

Print Name Legibly

President

Title

# **APPENDIX B**

## **Non-Collusion Affidavit**

### **INSTRUCTIONS FOR NONCOLLUSION AFFIDAVIT**

1. This Noncollusion Affidavit is material to any contract awarded pursuant to this Quote. According to §4507 of the Commonwealth Procurement Code, 62 Pa.C.S. §4507, governmental agencies may require Noncollusion Affidavits to be submitted with Quotes.
2. This Noncollusion Affidavit must be executed by the member, officer, or employee of the Offeror who makes the final decision on prices and the amount quoted in the Quote.
3. Bid rigging and other efforts to restrain competition, and the making of false sworn statements in connection with the submission of Quotes are unlawful and may be subject to criminal prosecution. The person who signs the affidavit should examine it carefully before signing and assure himself or herself that each statement is true and accurate, making diligent inquiry, as necessary, of all other persons employed by or associated with the Offeror with responsibilities for the preparation, approval or submission of the Quote.
4. In the case of a Quote submitted by a joint venture, each party to the venture must be identified in the Quote documents and an affidavit must be submitted separately on behalf of each party to the joint venture.
5. The term “complementary Quote” as used in the affidavit has the meaning commonly associated with that term in the Quote process, and includes the knowing submission of Quotes higher than the Quote of another firm, any intentionally high or noncompetitive Quote, and any other form of Quote submitted for the purpose of giving a false appearance of competition.
6. Failure to submit an affidavit with the Quote in compliance with these instructions may result in disqualification of the Quote.

**NONCOLLUSION AFFIDAVIT**

DGS Project Number: GESA 2018-2

State of Pennsylvania :

County of Dauphin : s.s.

I state that I am the President (Title) of McClure Company (Name of Firm) and that I am authorized to make this affidavit on behalf of my firm, and its owners, directors, and officers. I am the person responsible in my firm for the prices(s) and the amount of this Quote.

I state that:

1. The price(s) and amount of this Quote have been arrived at independently and without consultation, communication or agreement with any other contractor, Offeror, or potential Offeror.
2. Neither the price(s) nor the amount of this Quote, and neither the approximate price(s) nor approximate amount of this Quote, have been disclosed to any other firm or person who is a Offeror or potential Offeror, and they will not be disclosed before the Quote submission date.
3. No attempt has been made or will be made to induce any firm or person to refrain from proposing on this contract, or to submit a Quote higher than this Quote, or to submit any intentionally high or noncompetitive Quote or other form of complementary Quote.
4. The Quote of my firm is made in good faith and not pursuant to any agreement or discussion with, or inducement from, any firm or person to submit a complementary or other noncompetitive Quote.
5. McClure Company (Name of Firm) its affiliates, subsidiaries, officers, directors, and employees are not currently under investigation by any governmental agency and have not in the last four years been convicted or found liable for any act prohibited by state or federal law in any jurisdiction, involving conspiracy or collusion with respect to proposing and/or bidding on any public contract, except as follows:

I state that McClure Company (Name of Firm) understands and acknowledges that the above representations are material and important, and will be relied upon by the Department of General Services in awarding the contract(s) for which this Quote is submitted. I understand and my firm understands that any misstatement in this affidavit is and shall be treated as fraudulent concealment from the Department of General Services of the true facts relating to the submission of this Quote.

Thomas F. Brown, Jr.

(Signature)

Thomas F. Brown, Jr.  
(Signatory's Printed Name)

President  
(Signatory's Title)

SWORN TO AND SUBSCRIBED

BEFORE ME THIS 17<sup>th</sup> DAY OF

January, 2019 COMMONWEALTH OF PENNSYLVANIA

[Signature]

Notary Public

NOTARIAL SEAL  
Roxann E. Maxwell, Notary Public  
Susquehanna Twp., Dauphin County  
My Commission Expires Dec. 14, 2019  
MEMBER, PENNSYLVANIA ASSOCIATION OF NOTARIES

My Commission Expires 12-14-19

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### ATTACHMENT 1 – AUDITED SHAREHOLDER’S REPORT



## Executive Summary

McClure Company is pleased to submit our proposal in consideration of providing the PA Department of Conservation & Natural Resources (DCNR) a customized Guaranteed Energy Savings Contract for its sixty-four (64) State Parks & Forests within the Central Region. The contract looks to reduce operational costs while addressing DCNR’s “Core Energy Conservation Measures (ECMs)” and other critical capital improvement needs, such as implementing new LED lighting, building heating improvements, repair of underground water distribution, evaluation of waste water treatment, and many other improvements. Our team of professional engineers and estimators spent a significant amount of time devising a plan towards addressing the “Core

ECMs” and ancillary equipment as mandated in the RFP and supporting bulletins. In addition, we prepared supplemental program options for your consideration, which also helps DCNR achieve its infrastructure improvement goals. We look forward to further discussing how our program and options can be further tailored to DCNR’s needs and requirements.

Founded in 1953, McClure Company brings the resources of PA’s largest Design-Build Energy Services Company (ESCO) headquartered within the Commonwealth to the PA DCNR GESA program. Our 650+ member in-State staff consists of professional engineers (PE’s), office staff, service technicians, and project and construction managers dedicated to assisting our clients improve their infrastructure. We have designed and implemented over \$400 million of energy projects within PA over the last 5 years alone, having successfully completed over 200 guaranteed energy services programs throughout the Commonwealth...many of which serve other municipal type clients with similar facilities, operations, and infrastructure to DCNR’s sites. In addition, we have direct experience already working with DCNR; providing services to many of its State Parks throughout the Central Region, such as Black Moshannon, Parker Dam, and many other DCNR locations. We are headquartered in Harrisburg, PA with additional full-service offices located in State College, Sewickley, Williamsport, Wilkes-Barre, Allentown, and Horsham, PA. Key staff from our State College, Williamsport, Sewickley, and Harrisburg, offices will be utilized to support this GESA project.

We have the in-house local resources and staff with direct, applicable work experience, the professional expertise, and the financial capacity to successfully develop, implement and service this GESA program for PA DCNR over the long-term...all essential qualities that the DCNR needs in its ESCO partner. In addition, we are:



Geographically Positioned to Best Service DCNR Over the Long-Term

- ✓ *More Local, PA-Based Resources to Manage Construction, Repairs, Regular Service and Emergences than any other ESCO*

“Having worked with McClure Company through the past year and a half, I can honestly say that this is the best company that I have ever worked with in my career. Its work was the highest quality, the men were the most skilled, and the supervisory persons were the most cooperative and organized had ever seen”

**Steven W. DeSalva, P.E.**  
*Former, Director of Public Works  
 County of Northampton, PA*

✓ **A Qualified, Accredited, and Certified Energy Service Company (ESCO)**

- An Accredited ESCO through the National Association of Energy Service Companies (NAESCO)
- Prequalified by the Commonwealth of Pennsylvania’s Department General Services (DGS) to provide “GESA Contracting Services”
- Pre-Qualified and listed ESCO by the U.S. Department of Energy (DOE)



✓ **In-House Design Engineering Expertise & Capabilities – Providing A More Cost-Effective Approach**

- McClure Company will serve as the project’s Design Consultant, which results in significant cost-savings for the Commonwealth, enabling us to address more capital improvements for each investment dollar
- Our team of local, in-house P.E.’s and LEED certified engineers will further develop ECM designs in accordance to the PA DGS GESA Project Design Manual and DCNR specifications



✓ **Financially Strong and Stable with Industry Reputation of Project Performance, Customer Satisfaction**

- Our local GESA program success rate is extensive. We are a 65-year-old company that manages over \$350M in guaranteed energy savings commitments to PA public institutions
- We maintain a \$150 million bonding capacity and have over \$37M in total assets, demonstrating our financial strength and ability to deliver high quality projects on-time and on-budget
- Consistent, demonstrated history of success providing customized PA GESA solutions to PA municipal clients

✓ **Product & Vendor Neutral, Providing an Open and Objective Approach Throughout Development and Construction**

- McClure Company is not a manufacturer of either equipment or controls. As such, we approach each project that aligns best with the Customer and not a self-serving opportunity to install proprietary equipment, controls or systems.
- Remaining brand neutral affords an unbiased selection of equipment and systems that best meets the needs of the DCNR

Our decades of industry experience implementing PA GESA solutions coupled with our local, PA-based resources makes us the provider of choice, uniquely suited to serve as DCNR’s ESCO partner today. We have proven capabilities in delivering complex construction projects within occupied, distributed government buildings located over a large area. Our success is largely attributed to forming trusted relationships with open, upfront and candid communication. The GESA program we have developed for DCNR’s consideration is fully customizable, and provides a turnkey, comprehensive energy saving solution that implements many needed capital upgrades and facility improvements. In addition, our offering includes innovative, cost-saving strategies and alternatives for heating and cooling of DCNR facilities, use of renewable resources, and improving waste-water treatment operations. Together, we will further customize this Guaranteed Energy Savings program that addresses DCNR’s capital improvement needs, plans, and deferred maintenance issues while effectively reducing operational costs and utility demands over the long term.



“Schuylkill County’s program was implemented in 2009 and each year the County has recognized savings greater than guaranteed in our agreement. These additional savings exceeded our guarantee by over 30%...The County of Schuylkill’s experience with McClure Company has certainly been positive.”

**Lisa M. Mahall, P.E.**  
 County Engineer and  
 Real Estate Director  
 Schuylkill County, PA

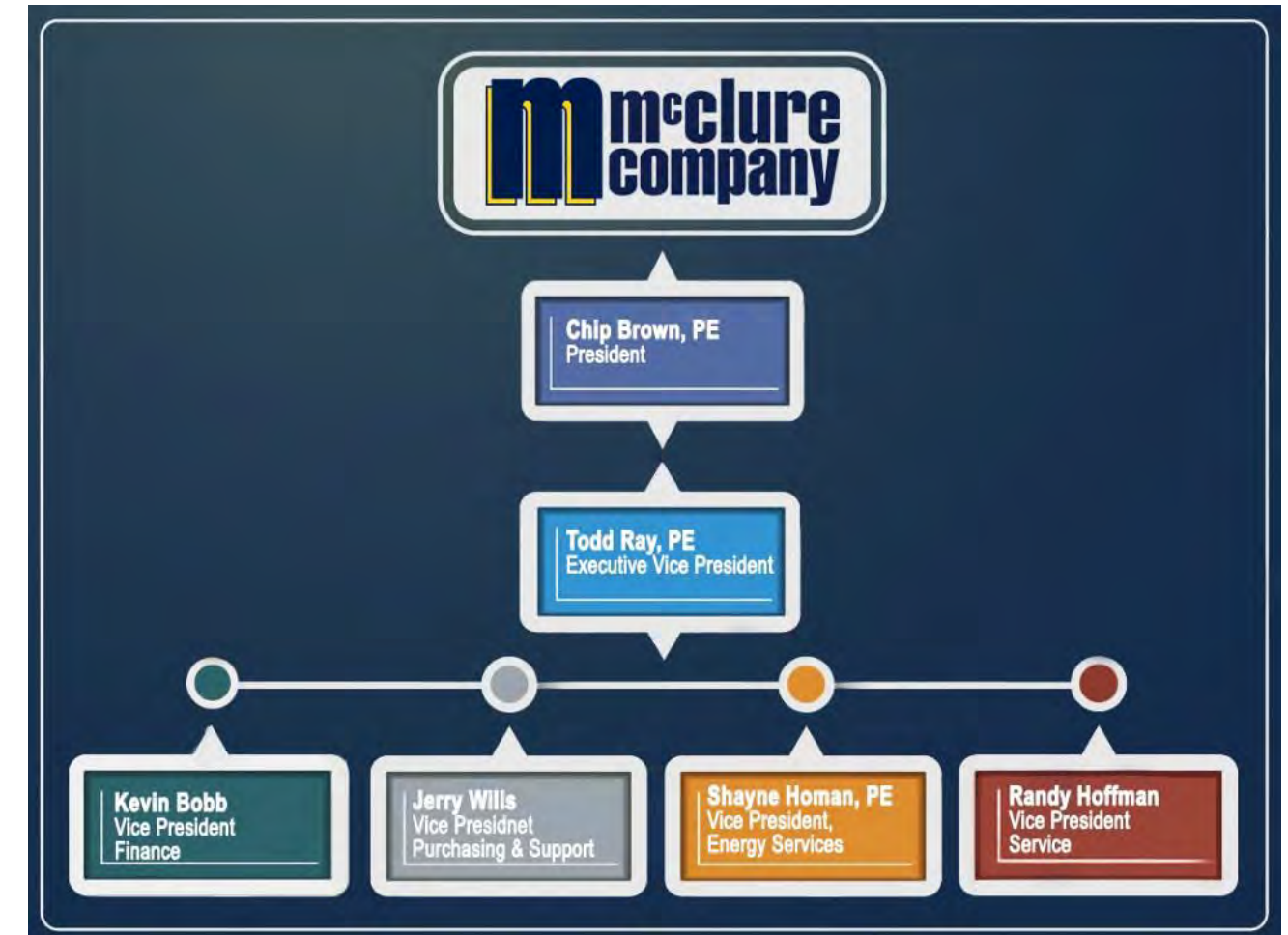
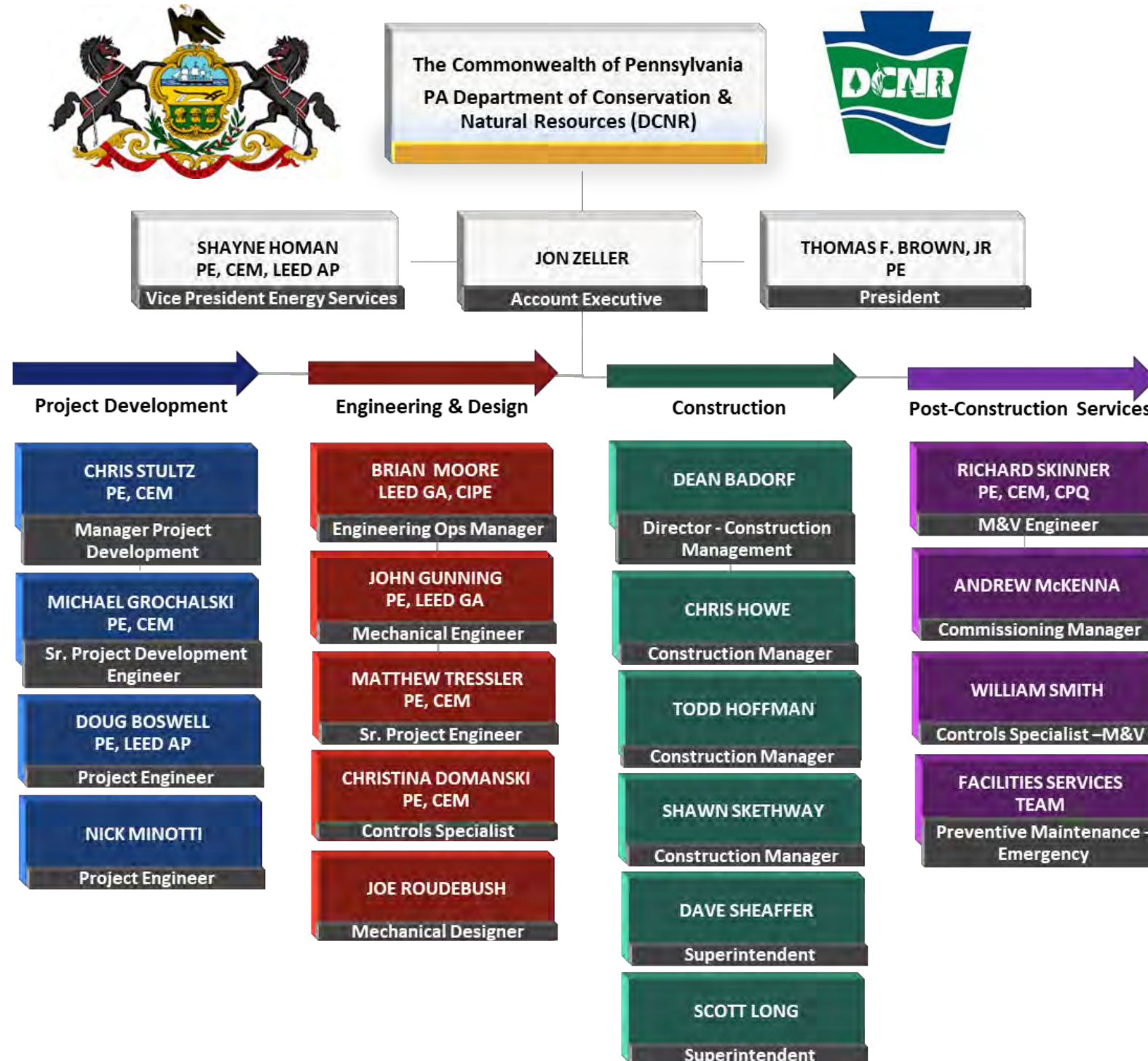


## 2-5.1 Project Management Team Overview

### 2-5.1 (A) Organization Chart

McClure Company (McClure) has extensive experience with Guaranteed Energy Savings Act (GESA) projects serving the Commonwealth. McClure will not substitute personnel identified or alter the structure without prior written authorization by DGS.

Figure 1 – Project Team Organization Chart



Subcontractors - Pool of Potential Partners -		
Firm	Work Scope	Classification
Global Energy Services	Lighting , Building Envelope, & Water	SDB
Huckestein Mechanical	Mechanical, Plumbing, HVAC	SDB
NRG Controls, Inc.	Controls / Energy Management System	SB
Zerodraft Central Pennsylvania	Building Envelope	SDB
Millville Heating, Plumbing & Solar	Solar Thermal/PV	SB

## 2-5.1 (B) Project Team Responsibilities, Interrelationship, and Management Structure

Presented within the table below is summary information on our “key personnel” committed to the DCNR Central Region GESA project; describing the assignment of responsibilities for major tasks, and the interrelationship and management structure of our team. This team has a strong work history serving the Commonwealth and brings the local industry expertise and resources that DCNR needs for its GESA program. If ever necessary, these key personnel can be supplemented and supported with McClure’s local in-house staff (from McClure’s family of more than 650+ Pennsylvania-based employees). As PA’s largest Design-Build ESCO headquartered in the State, experienced McClure staff are readily available if it ever becomes necessary to substitute, or augment, project personnel to achieve project goals and objectives.

Management Team Member	Project Responsibilities of Major Tasks – Key Staff	Interrelationship & Management Structure
Jon Zeller <i>Account Executive</i>	Jon is the primary point of contact for the Commonwealth of Pennsylvania during the development phase of this project through the signing of the GESA Contract. He will also remain involved throughout the construction/ implementation and post-construction phases of the project to ensure that open lines of communication are maintained between DCNR, DGS and McClure Company at all times. Jon has over 18 years of PA GESA industry experience.	Direct point-of-contact. Conduit between the Commonwealth and McClure. Reports directly to the Vice President, Shayne Homan
Shayne Homan, P.E., LEED AP® <i>Vice President</i>	Having led multiple Commonwealth GESA projects, Shayne will ensure that the team has adequate resources to meet performance, financial, and scheduling goals. Shayne has over 19 years of PA GESA industry experience.	Directly Manages all Team Members throughout all GESA phases
Christopher Stultz, P.E., CEM <i>Project Development Manager</i>	Chris will manage the development team, performing utility analysis and energy audits to identify and qualify technical energy conservation measures (ECMs). Chris will design the ECMs, with focus on the performance savings, costs, and technical specifications. Chris has over 10 years of PA GESA industry experience, and has direct oversight over all ECM development, including all: mechanical, electrical, plumbing, solar/PV, fuel conversions, building envelop, roofing, and general construction.	Directly Manages all Project Development Team Members
Mike Grochalski, P.E., C.E.M <i>Sr. Project Development Engineer</i>	Reporting to Chris Stultz, Mike will utilize his 8+ years of energy engineering experience to develop ECMs related to Mechanical/ Electrical/Plumbing (MEP), HVAC, and alternative and renewable energy systems. His responsibilities include site audits, development, design, specification and layout of MEP, HVAC and related systems.	Reporting to the Project Development Manager (Chris Stultz)
Doug Boswell, P.E., LEED AP <i>Project Engineer</i>	Reporting to Chris Stultz, Doug will utilize his 10+ years of energy engineering experience to develop ECMs related to Mechanical/ Electrical/Plumbing (MEP), HVAC, and alternative and renewable energy systems. His responsibilities include site audits, development, design, specification and layout of MEP, HVAC and related systems.	Reporting to the Project Development Manager (Chris Stultz)
Nick Minotti, <i>Project Engineer</i>	Reporting to Chris Stultz, Nick will support the coordination of project subcontractors, scheduling, and job pre-construction planning from system start-up to final completion of the project. Nick has over 2 years of PA GESA experience that he will apply to the DCNR GESA program.	Reporting to the Project Development Manager (Chris Stultz)
Brian Moore, <i>Engineering Manager</i>	Brian will utilize his 25+ years of Mechanical / Electrical / Plumbing (MEP) engineering experience and expertise to design all selected ECMs. He will oversee all the engineering activities associated with this project. Brian’s responsibilities include design assistance, reviews & approvals, and equipment selections.	Directly Manages all Engineering Team Members, Aligning Efforts with Project Development Manager (Chris Stultz)
John Gunning, P.E., LEED GA	John has over 14 years of experience providing engineering and technical expertise during project development. His areas of expertise include mechanical and HVAC systems, and his responsibilities include	Reports to the Engineering Manager (Brian Moore)

Management Team Member	Project Responsibilities of Major Tasks – Key Staff	Interrelationship & Management Structure
<i>Project Development &amp; Design Engineer</i>	conducting detailed energy audits of mechanical systems, engineering end-use analysis and design review.	
Steve Geyer <i>Chief Estimator</i>	Steve has over 20 years of PA GESA industry experience and is responsible for the oversight of the bidding process from Estimator assignment to final bid proposal submission.	Reports to the Engineering Manager (Brian Moore)
William Smith <i>Building Automation System Engineer</i>	Bill will oversee the building automation system design and sequencing of the selected energy conservation measures (ECMs). He also works closely with the Commissioning manager and M&V program reporting. Bill has over 25 years of PA GESA industry experience.	Reports to the Project Development Manager (Chris Stultz)
Chris Howe <i>Construction Manager</i>	Chris is McClure Company’s dedicated, full-time Project Construction Manager for the DCNR GESA project, responsible for managing the day-to-day activities of the construction site; coordinating all vendors and trades towards the successful implementation of the defined work-scope. He is responsible for general construction of the project and will coordinate manpower to accommodate requirements during the construction phase. Chris has managed multiple GESA and Design/Build projects throughout his career. He has over 32 years of experience as a Construction Manager and mechanical contractor.	Directly Manages all Construction Team Members and Subcontractors
Dave Sheaffer <i>Project Superintendent</i>	Dave is our committed, full-time Project Superintendent for the DCNR GESA project. He will support the implementation process by assisting the Construction Manager (Chris Howe), providing additional site supervision and management of all subcontractors and construction activities. He will properly coordinate all work activities with DCNR staff, utilizing pre-approved subcontractor partners, and administer the project’s Safety Plan. Dave has over 9 years working in Construction Management	Reports to the Construction Manager (Chris Howe)
Richard Skinner, P.E. <i>M&amp;V Manager</i>	Richard will manage the Measurement and Verification ECM savings and accurately record and analyze pre and post-retrofit energy use. Over the last five years, Richard has managed M&V programs & reporting for the DPW Selinsgrove Center and White Haven Center GESA projects. He has over 15 years of PA GESA industry experience.	Directly Manages all M&V and Post Construction Team Members
Andrew McKenna <i>Project Commissioning</i>	Andrew will coordinate the commissioning of the ECMs and accurately record results, analyze the entire process, and oversee all subcontractor commissioning collection. Andrew has over 15 years of PA GESA industry experience.	Reports to M&V Manager (Richard Skinner)

**Subcontractor Selection -**

Due to the potential size, scale, and multiple locations of this project, and the diversity of utility-related improvement strategies, McClure Company has been actively seeking Small Diverse Business (SDBs) and Small Business (SBs) partners that are currently verified under the PA DGS Bureau of Diversity, Inclusion & Small Business Opportunities (BDISBO), and that can work with us to provide additional value to the DCNR Guaranteed Energy Savings Act project on both region wide and local site scopes of work. A listing of potential SDB and SB subcontract partners that will work with McClure Company throughout each phase of the project can be found within our Organizational Chart presented under Section 2-5.1 (A). Note, the SDB and SB subcontractors listed within our Organizational Chart do not represent a complete and final listing, rather a pool of verified partners identified to date that McClure Company can include as part of a competitive pricing process utilized during the Investment Grade Audit (IGA) phase. If desired by DGS and DCNR, McClure Company will competitively bid scopes-of-work associated with each Energy Conservation Measure (ECM) to various BDISBO verified SDB and SB firms in each respective trade. This competitive vetting approach for all installation labor, material and technology typically results in lower overall project costs, or “Bid Savings”, for our clients as each subcontractor competes for each project. At the discretion of the Commonwealth, any Bid Savings realized during the IGA phase will be: 1) applied back into the GESA

project where McClure Company can address additional scope for DCNR, or 2) accrue back to the Commonwealth as positive cashflow under “Net Annual Benefit” of the project’s financial pro forma, thus improving the project’s overall economic benefits.

McClure Company remains flexible regarding the selection of subcontract partners. Our open approach towards subcontractor selections maximizes participation opportunities for all verified Small Diverse Businesses or Small Businesses and mobilizes a diverse workforce on all of our GESA projects. In addition, it warrants that the level of commitment McClure Company makes to SDB & SB participation will be achieved, and that all project costs are properly vetted through a competitive process, thus ensuring best overall value for the Commonwealth and its taxpayers. We value the Commonwealth’s feedback regarding our current pool of identified SDB and SB subcontract partners. Any additional verified firms that could be identified would supplement our current listing and be included in our competitive vetting process.

### 2-5.1 (C1) Assignment of Responsibilities for Project Tasks

McClure has extensive experience developing and implementing customized GESA solutions throughout the Commonwealth. Much of this experience has been working at sites with multiple facilities featuring various usage groups, similar to those found at DCNR. A key component of our success providing PA GESA solutions and serving municipal clients is ensuring our team approaches each phase of the project with a clear assignment of responsibilities. As part of our internal Quality Control & Assurance (QA/QC) practices, McClure’s in-house management team is organized with a built-in overlap of staff for each project task, thus ensuring that significant oversight is provided throughout each phase of the project and that each task is properly addressed.

Project Tasks	Project Responsibilities	Individual Task Assignments													
		Jon Zeller	Shayne Homan	Chris Stultz	Mike Grochalski	Doug Boswell	Nick Minotti	Brian Moore	John Gunning	Steve Geyer	William Smith	Chris Howe	Dave Sheaffer	Andrew McKenna	Richard Skinner
RFQ Phase	Prelim. Audit														
	Prelim. Energy Analysis														
	Prelim. Cost Estimating														
	Prelim. Subctr. Selection														
	RFQ Assembly														
Investment Grade Audit Phase	Detailed Facility Audit														
	Detailed Energy Analysis														
	Final Cost Estimating														
	Final Sub. Selection														
	Energy Audit Report														
	Contract Administration														
Pre-construction Phase	Engineering Design Phase														
	Equipment Procurement														
	Subcontractor Design Phase														
	Design Review & Permitting														
	Coordination Meetings														
Construction Phase	Mobilization														
	Project Installation														
	Project Meetings														
	Project Safety Analysis														
	Quality Control / QA Testing														
Post-Construction	Punch list & Project Closeout														
	Commissioning														
	As-Built Drawings														
	Owner Training														
	On-Going M&V														

## 2-5.1 (C2) Key Personnel Time Percentage

The Table featured on the following page presents the percentage of time that key McClure personnel will be assigned to this GESA project.

Percentage (%) of Time Commitment to DCNR GESA Project	Title / Project Role	Years of GESA Experience	IGA	Construction	Post-Construction
Jon Zeller	Account Executive	18	100%	50%	25%
Shayne Homan, P.E., LEED AP®	Vice President of Energy Services	19	50%	50%	25%
Christopher Stultz, P.E.	Project Development Manager	10	100%	30%	20%
Mike Grochalski, P.E., C.E.M	Sr. Project Development Engineer	8	100%	30%	20%
Doug Boswell, P.E., LEED AP	Project Development Engineer	10	100%	30%	20%
Nick Minotti	Project Development Engineer`	2	100%	40%	20%
William Smith	Building Automation System Eng.	25	100%	50%	30%
Brian Moore, P.E.	Engineering Manager.	25	100%	100%	15%
Matthew Tressler, P.E., CEM	Senior Engineer	19	100%	100%	15%
John Gunning, P.E., LEED GA	Project Development & Design	14	100%	100%	15%
Steve Geyer	Chief Estimator	38	100%	100%	15%
Chris Howe	Construction Manager	32	25%	100%	40%
Dave Sheaffer	Construction Superintendent	9	5%	100%	40%
Andrew McKenna	Project Commissioning Manager	15	5%	20%	100%
Richard Skinner, P.E.	M&V Program Manager	15	20%	20%	100%

## 2-5.1 (C3) Ability to Manage Construction, Repairs, Regular Service & Emergencies

As PA’s largest Design/Build mechanical contractor and Energy Services Company (“ESCO”) that is headquartered within Pennsylvania, McClure Company has more local resources available to manage construction, repairs, regular service and emergencies than any other ESCO. Founded in 1953, McClure Company is a full-service integrated energy, engineering, and contracting firm with an in-house team of engineers, installers, and maintenance service technicians. From our seven (7) PA office locations, we currently employ over 100 industry professionals and more than 550 field service and construction craftspeople. Having developed and implemented customized GESA solutions or performed Design-Build MEP installations or maintenance services for hundreds of municipal and other State Agency type clients located throughout the Commonwealth, McClure has the right experience, expertise and local resources that DCNR needs in its ESCO partner.

McClure Company Staff Composition: PA Based Resources, Capabilities & Expertise	
President	1
Vice Presidents	7
Professional Engineers (PEs)	14
Designers	13
Development Engineers - Estimators	10
Construction Manager	24
Mechanical / HVAC Service Technicians 24 Hour Emergency to Routine Maintenance and New Installations	94
Mechanical Foremen (Union)	107
Mechanical Filters (Union)	346
Sale & Marketing, Account Executives	15
IT Specialists	3
Accounting Specialists	16
<b>Total:</b>	<b>650</b>

Our Construction Management team has demonstrated history working within PA and delivered more GESA solutions and design/build projects to more PA agency clients than any other competitor; bringing significant management expertise and capability to this GESA project. We are very accustomed to working within open, public facilities such as those managed and maintained by DCNR. During Construction, McClure’s Construction Management team will maintain open communication with DCNR staff at all times and will properly coordinate all construction activities in accordance with the project’s Safety Plan and any other DCNR specified requirements. This experienced team is highly capable of managing all construction, repairs, regular service, or emergencies that may arise. The full resources of McClure Company will be available to streamline GESA program development and implementation; ensuring the delivery of a higher quality GESA solution to DCNR.

As an existing service provider (Vendor #117-888) with a long-standing relationship with the Commonwealth, McClure’s Service Department can provide direct 24/7 response to any repair, routine maintenance or emergency service needed by DCNR. The McClure Construction Management team will provide continual on-site project management and field supervision throughout construction.

## 2-5.1 (D) Commitment of Project Team

McClure Company commits that it shall not substitute personnel identified on the Project Management Team and shall not alter the structure of the Project Management Team organization chart without prior written authorization by the DGS.

## 2-5.2 Work Plan

An overview of McClure Company’s technical plan towards implementing our proposed GESA solution is summarized under this section. Our proposal includes the further development and installation of Core Energy Conservation Measures (ECMs) defined by the RFQ. Furthermore, our GESA offering also includes supplemental ECMs that generate increased energy efficiency and savings, address other capital improvement needs throughout each site, improve overall operations, and provide additional value to DCNR over the long-term. A complete listing of the ECMs is presented within the table below, with the selected “Base” scope detailed under each site. For DCNR’s consideration, additional GESA program options are also possible, and are further discussed under **Volume II: ECM/Cost Submission**. Our Work Plan describes the steps necessary to successfully implement these “Base” ECMs, from GESA Contract execution through completion of construction, including commissioning and other post-construction services.

ECM ID#	ECM Type	ECM List	"Base" Scope of Work Included by Site							
			Bald Eagle	Black Moshannon	Codorus	Gifford Pinchot	Hills Creek	Parker Dam	Prince Gallitzin	Shawnee
1	Core	Site-Wide LED Lighting	X	X	X	X	X	X	X	X
2	Core	Site Fuel/HVAC Conversions- Propane/Natural Gas			X	X		X	X	X
2a	Alternate	Site HVAC Conversions- Heat Pumps								
2b	Alternate	Site Fuel Conversions- Wood/Propane Select Sites								
3	Core	Controls Upgrades	X	X	X	X	X	X	X	X
4	Core	Solar PV								
4a	Alternate	Solar Thermal and Storage								
5	Core	Heat Pumps/Split Systems Replacements	<i>*Included as part of ECM 2 by Site if system requires replacement</i>							
6	Core	Sludge Handling								
7	Core	Lake Geothermal Heating/Cooling Systems								
8	Core	Codorus- Natural Gas Utilization								
9	Core	Codorus- Water Conservation								
10	Core	Bald Eagle- Wastewater Treatment Plant Operations	X							
11	Core	Bald Eagle- Nature Center Recommissioning	X							
12	Core	Hills Creek- HVAC Conversion- Heat Pumps	<i>*Evaluated as part of ECM 2</i>							
13	Core	Hills Creek- Natural Gas Line Extension								
14	Core	Hills Creek- Well Pump Retrofits								
15	Core	Parker Dam- Wastewater Treatment Plant Operations								
16	Core	Black Moshannon- HVAC Upgrades	<i>*Evaluated as part of ECM 2</i>							
17	Core	Black Moshannon- Cabin HVAC Conversion Heat Pump	<i>*Evaluated as part of ECM 2a</i>							
18	Core	Prince Gallitzin- Water Main Replacement							X	
19	Core	Prince Gallitzin- Office HVAC Upgrades	<i>*Evaluated as part of ECM 2</i>							
20	Alternate	Building Envelope Upgrades	X	X	X	X	X		X	X

### 2-5.2 (1) Design Process

Having previously completed multiple GESA solutions serving the Commonwealth, and which have all proven successful, McClure has a thorough understanding of the DGS design process and expectations. We are responsible for the entire process and understand that we are accountable for the results it produces. To ensure a more streamlined process, our team will maintain open lines of communications with DCNR and DGS at all times throughout each phase of the project. Utilizing our in-house engineering design capability, we shall complete all ECMs designs in accordance to the DGS GESA Project Design Manual and DCNR specifications. We shall follow these standards and proceed as follows:

1. **Initial Design Process Meeting:** Introduction and review of requirements, procedures and approval process with DGS and DCNR.
2. **Re-Occurring Design Meetings:** Presentation and facilitation of design decisions and energy measures with DGS and DCNR.



3. **Design Progress Meetings:** Strategic review with DGS and DCNR of detailed design work, project schedule, and installation
4. **Design Approval:** Obtain approval of all local, state, federal and other regulatory agencies with jurisdiction
5. **Investment Grade Audit Report:** Submission of final design, costs, and savings of each measure
6. **Final Project Acceptance:** Acceptance by the Commonwealth of the final project scope

**NOTE: McClure Company has substantial in-house engineering design capability and expertise. This ability enables McClure Company to more cost-effectively address engineering design requirements when compared to other ESCOs. Unlike competitors, we do NOT need to out-source these services to 3<sup>rd</sup> party firms, which requires the ESCO to then apply their added Overhead and Mark-Ups fees to the 3<sup>rd</sup> party design costs. Our approach towards design engineering results in significant cost-savings benefits for our clients, enabling us to address more capital improvements for DCNR.**

**Our team of local, in-house P.E.'s and LEED certified engineers will further develop ECM designs in accordance to the PA DGS GESA Project Design Manual. In addition, McClure design engineers are an integral part of our dedicated project team, and will remain involved throughout Development, Construction, and Post-Construction services, thus ensuring the success of this GESA project serving DCNR.**

Upon execution of the GESA Contract, and issuance of the Notice to Proceed (NTP), McClure Company will finalize the detailed design of all Energy Conservation Measures (ECMs) comprising DCNR’s GESA project. All ECMs will be brought up to a 100% design level under this phase of the project. McClure Company will directly prepare the plans and specifications for all proposed Energy Conservation Measures (ECM), and those measures that are reviewed and accepted by the Commonwealth. We will work collaboratively with DCNR, and DGS throughout the entire process. Any feedback or comments from DGS and/or DCNR will be addressed by our Design team, and incorporated into each measures final design. Together, we will review for approval all final plans and specifications.

### 2-5.2 (2) Potential Design Issues

Presented below are some potential design issues related to this project. However, with over 60 years of design/build construction experience working within PA, we are confident that we can properly address and avoid these issues, and ensure that they do not adversely affect the project.

Potential Issues	Proposed Solutions
<b>Design Team Collaboration &amp; Communication</b>	<ul style="list-style-type: none"> <li>• Establish open communication with DGS, DCNR, and any other parties involved with ECM engineering design reviews and approvals</li> <li>• Early identification of priorities, resources and budget will be established with the design team</li> <li>• McClure’s expansive engineering team will resolve design related challenges, utilizing 360° peer reviews for immediate quality cost control review, open communication between the trades, and increased project understanding throughout the entire construction team. This approach typically results in savings and improved outcomes for our clients</li> </ul>
<b>Distributed Working at DCNR Sites</b>	<ul style="list-style-type: none"> <li>• Identify and categorize parks with similar assets, structures, and needs to develop solutions</li> <li>• Identify repeatable, modular solutions allowing for rapid development at each site</li> </ul>
<b>Subcontractor Involvement and their Adherence to Schedule</b>	<ul style="list-style-type: none"> <li>• Construction insight from subcontractors and their specialized knowledge will be employed early on in addition to comprehensive safety / asbestos plans</li> <li>• Teamwork and clear, continuous communication with all subcontract partners will prevail throughout the entire project life cycle</li> </ul>
<b>Design of Facility Lighting and Sensors</b>	<ul style="list-style-type: none"> <li>• Glare and luminous efficacy shall be carefully considered, in addition to maximizing lumens per watt, while maintaining specified color temperatures</li> <li>• Budget and integration into certain spaces are carefully considered and measured for lighting and occupancy sensors</li> </ul>
<b>System Functionality and Simplicity</b>	<ul style="list-style-type: none"> <li>• Design of proper systems while integrating standard expectations of maintenance and operation to limit complicated equipment for local staff</li> </ul>

Potential Issues	Proposed Solutions
<b>Further Evaluate Solar PV System Sizing and Installation</b>	<ul style="list-style-type: none"> <li>Utilize best available technologies properly applied to each site for highest level of intended operational success</li> <li>Perform a geotechnical survey of the existing soil conditions at locations of proposed ground-mounted PV systems. This will help us determine the ideal foundation for the racking design.</li> <li>Review existing electrical site plan to confirm that the proposed PV system interconnection point can handle the new electrical load.</li> </ul>

### 2-5.2 (3) Team Project Management and Execution

From Development through Construction and Post-Construction Services, McClure Company will professionally manage and execute this Project by maintaining open lines of communication with all stakeholders...DCNR and DGS. We recognize that open communication and proper coordination of all activities with all parties involved is an essential component to implementing successful GESA solutions, particularly when working within secure environments. Our experience working within other penitentiaries throughout the Commonwealth has made us uniquely qualified and skilled to serve as DCNR’s ESCO partner. We will work with all stakeholders to freely share information, coordinate project meetings where items can be fully addressed, and promptly respond to all issues and inquiries on a timely basis. Our Project Management team will be available to DCNR and DGS at all times, 24/7/365.

As presented under **Section 2-5.1 (A) Organization Chart**, our team is organized with an overlap of key staff for various project tasks and responsibilities, providing redundant oversight by McClure professionals for each project phase. This Quality Control/Quality Assurance (QA/QC) type approach towards Project Management ensures that each facet of the project is properly overseen and addressed to the highest standard. To ensure project execution is successfully implemented, McClure Company has dedicated a full-time Construction Manager and Superintendent to the DCNR GESA project. They will lead our implementation efforts during the project’s Construction phase and will have the full support and resources of McClure Company available to them at all times. They will be a constant presence during project construction and execution, managing all construction activities, and properly coordinating all subcontractors, installations, and equipment/material deliveries with DCNR prior to commencing any work. Safety and Security of all individuals are a priority for our Construction Management team, and they will administer our Safety Plan, which will be customized specifically for each site within the DCNR GESA project. An important part of our coordination meetings involves planning and incorporating safety into each upcoming task and project, helping to avoid injuries or compromised security. This team will be readily available to DCNR throughout the entire process and will work to identify and address risk factors associated with each scope of work.

**Collectively, the McClure staff dedicated to the DCNR project have decades of experience developing and implementing successful GESA programs. This local, PA-based team has worked together to develop and build over 200 GESA projects throughout the Commonwealth. These customized projects typically include Mechanical / Electrical / Plumbing (MEP), HVAC, and Energy Management Control Systems improvements, renewable energy systems installations, and building envelope upgrades, including new roofs, windows and other identified capital improvement needs. We look forward to working with DCNR on further tailoring the scope-of-work implemented under this very important GESA program.**

Working closely with the local DCNR staff, McClure Company’s construction manager and field superintendent will coordinate all project tasks and installations. Ultimately, the construction manager will be responsible for the successful and timely completion of the project. To do this, the construction manager will manage and execute the project by completing the following critical tasks:

- Execute the project by fulfilling all contract obligations, policies, and procedures
- Facilitate and realize DCNR, Commonwealth of Pennsylvania, and other major project stakeholder’s project goals, objectives, requirements and installation requests.
- Properly coordinate and manage all project meetings; taking and sharing meeting minutes with all involved parties, ensuring all stakeholders have an understanding of the project’s status and planned activities
- Define appropriate site layout and laydown areas that will provide project contractors the space needed to unload trucks prior to the materials going into a building or within secure areas, to store and/or move the heavy equipment,

locate and secure tool storage containers, and to build any temporary scaffolding, supports or ramps necessary to get materials and equipment into the work area.

- Monitor and ensure all Quality Control-Quality Assurance (QA/QC) protocols are being followed and met, and that the Safety Plan is implemented effectively
- Safely and responsibly complete daily tasks within public facilities
- Supervise daily labor and safety of all subcontractors, installers, and field personnel
- Manage subcontractor security clearances, Lockout/Tagout (LOTO) safety procedures, labor and tool safety checks
- Ensure major equipment and materials that arrive on site are stored and installed correctly, securely
- Follow the project schedule closely to ensure major milestones are met
- Lead progress construction meetings by reviewing schedule, construction challenges, safety protocols and project opportunities
- Identify and rectify any project-related deficiencies or risks to the Commonwealth

## 2-5.2 (4) Construction Packages, Long Lead Items and Phases

Based upon our proposed scope-of-work, McClure Company has identified early construction packages, long lead items and the phases of construction utilizing internal standards and industry best practices. Each of these items are addressed below:

### Construction Packages:

In response to this RFQ, McClure Company conducted significant research and due diligence towards preparing detailed Construction packages for this project, which are assembled and estimated utilizing multiple local manufacturers and vendors. Our efforts have resulted in being able to provide the Commonwealth with accurate pricing and construction planning for each ECM. During the design phase, construction packages will be reassessed and estimated. Preliminary construction packages already identified include:

1. Lighting and materials
2. Heating and Fuel equipment and material
3. Piping Distribution material
4. Building Envelope

### Long Lead Items:

*Lead times* for project related equipment, materials and technology have also been assessed, especially for larger HVAC equipment and accessories, and these durations have been factored into McClure's preliminary construction schedules. McClure Company will regularly check in with equipment and material vendors, suppliers and manufacturers during the IGA phase and commencement of the Construction phase to ensure lead times are accurate and on schedule. During the design phase, lead times and schedules will be reassessed and properly coordinated with DCNR. Preliminary lead times already identified include:

- Distributed Heating Equipment- 4-6 Weeks
- Central Heating Equipment- 6-8 Weeks
- Lighting Equipment- 6-8 Weeks

### Phases of Construction:

Upon acceptance of the IGA report by the Commonwealth, and our receipt of the Notice to Proceed from DGS, McClure Company will move into the Construction Phase of the project. As presented under **Section 2-5.1 (C1): Assignment of Responsibilities for Project Tasks**, and within the table on the following page, McClure approaches Construction through two distinct phases: 1) the Pre-Construction Phase, which addresses ECM design, equipment & subcontractor procurements, reviews, and coordination meetings, and 2) the Construction phase that implements the scope-of-work associated with each ECM. Following all construction activities, McClure's Post-Construction Services would then commence, which involves commissioning, training of DCNR staff, M&V, delivery of As-Built drawings, and other agreed to services.

Phasing of the project is an early focus of McClure Company. Depending on the final scope agreed upon, McClure Company may need to phase HVAC related scopes of the project to minimize disruption of the facility during heating and cooling seasons. McClure Company has created a preliminary phasing plan as outlined below:

- Phase 1 – Select Park Lighting, Fuel/HVAC Conversions and Controls, and Building Envelope; Recommissioning, and Wastewater Treatment Operations Upgrades: Winter/Spring 2019/2020
- Phase 2 – Select Park Lighting: Summer 2020
- Phase 3 – Select Park Lighting, Fuel/HVAC Conversions and Controls, and Building Envelope; Water Main Replacement: Fall/Winter 2020

<b>Pre-Construction Phase</b>	Engineering Design Phase
	Equipment Procurement
	Subcontractor Design Phase
	Design Review & Permitting
	Coordination Meetings
<b>Construction Phase</b>	Mobilization
	Project Installation
	Project Meetings
	Project Safety Analysis
	Quality Control / QA Testing

## 2-5.2 (5) Critical Material and Equipment

McClure Company understands the importance of having critical material and equipment ready and available at the project site during construction, the timing/lead-time associated with acquisition and delivery, and how to professionally manage the entire process to ensure streamlined, timely deliveries. Presented below is a comprehensive listing of critical pieces of equipment and material associated with each ECM and the projected lead-time to acquire and deliver each to the DCNR job site. As PA’s largest design/build mechanical contractor and ESCO, McClure Company will leverage its market position and purchasing power with manufacturers to control costs and ensure all material, equipment and technology are delivered on time to DCNR sites for construction efforts. All new material and equipment will have a demonstrated history of successful operation serving similar type facilities and environments. New equipment and technology, such as lighting, water fixture or toilet stocks, will be standardized for DCNR so new systems can more cost-effectively and efficiently be maintained by staff over the long-term. Upon delivery, all new material and equipment will be secured in designated, pre-coordinated delivery areas approved by DCNR, and prepared for scheduled installation.

ECM #	Proposed “Base” ECMs and Work Plan	Critical Equipment / Material Per ECM	Projected Lead Time
1	Site-Wide LED Lighting	Fixtures, Lamps	6-8 Weeks
2	Site Fuel/HVAC Conversions- Propane/Natural Gas	Heating Equipment	4-8 Weeks
3	Controls Upgrades	Thermostats	4-6 Weeks
10	Bald Eagle- Wastewater Treatment Plant Operations	Meters	4-6 Weeks
11	Bald Eagle- Nature Center Recommissioning	Controller	4-6 Weeks
20	Building Envelope Upgrades	Weather-stripping, sealants	2-4 Weeks

*Understanding critical material and equipment*, and why they are critical, is paramount to any successful construction project. For the DCNR GESA project, the most critical scope items are associated with heating equipment and fuel conversions (ECMs 2, 5, 12, 16, and 19). The lighting and building envelope measures have the quickest and highest energy savings, therefore implementing the solution expeditiously is important.

## 2-5.2 (6) Construction Challenges and Proposed Solutions

The fundamental challenge of implementing the defined GESA program, and its associated ECMs, within distributed DCNR facilities and work locations is ensuring proper coordination amongst all parties and that work does not interfere with DCNR operations...aligning construction schedules with DCNR staff, daily operations, all installing subcontractors, and product & material deliveries. Construction of each ECM consists of implementing a diverse project scope throughout multiple properties over a wide area, which in many cases, will need to occur in parallel with each other, before the start of the next heating or cooling season. McClure has the local, PA-based Construction Management resources and expertise to dedicate to a GESA project of this magnitude and overcome all of these challenges while achieving defined project milestones to schedule. Maintaining open lines of communication with all involved parties is essential. If work is not properly coordinated or communicated with DCNR staff, installation time can be wasted, or product and material deliveries could be missed and remain unsecured, all of which will adversely impact and slow the project down. To mitigate this fundamental challenge, McClure Company has dedicated a Construction Management team having extensive experience working with PA municipal clients throughout the State, and which have a deep understanding of logistical and operational procedures

needed to deliver a successful GESA program to DCNR. In addition, McClure will utilize its seven (7) full-service offices located throughout PA to support the DCNR GESA program. This team will professionally manage all construction efforts, which are based upon industry “best practices” when working within public facility environments, such as developing and implementing the project’s Safety Plan, including obtaining all necessary security clearances for McClure personnel and subcontractors, instituting Lockout/Tagout (LOTO) safety procedures, and conducting daily labor and tool safety checks. We will develop a workable schedule that successfully achieves all project milestones to an agreed upon schedule while adhering to all DCNR safety policies and security protocols. Other challenges typically experienced during construction, and some proposed remedies are presented below.

Construction Challenges	Proposed Solutions
<b>Holistic Upgrades Across Multiple Site Locations for Large Area Sites</b>	<ul style="list-style-type: none"> <li>• Identify and categorize parks with similar assets, structures, and needs to develop solutions and planning</li> <li>• Identify durations of/and schedule any required systems shut-downs with DCNR staff to ensure proper protocols are taken and critical spaces are addressed</li> <li>• Identify repeatable, modular solutions allowing for rapid deployment across similar categorized parks</li> </ul>
<b>Construction and Material Storage in Public Facilities During Occupancy</b>	<ul style="list-style-type: none"> <li>• Schedule routine construction meetings with DCNR staff. Communicate and coordinate with all stakeholders to safely and securely complete work and store materials in occupied areas of the facilities</li> <li>• Better understand each facility’s operation procedures in order to develop an accurate schedule and implementation plan</li> <li>• Temporarily relocate staff as needed for work (lighting/electrical, plumbing/rest-rooms, etc.) being completed within work areas</li> <li>• Define and coordinate appropriate site layout and laydown areas that will provide project contractors the space needed to unload trucks prior to the materials going into a building</li> </ul>
<b>Hazardous / Asbestos Materials</b>	<ul style="list-style-type: none"> <li>• Utilize prior identification and removal experience of Asbestos and Hazardous material to safely and securely remediate affected materials</li> <li>• Coordinate all testing and sampling with the state’s environmental consultant and budget the costs of testing / sampling into project cost</li> </ul>
<b>Seasonal Working Environments</b>	<ul style="list-style-type: none"> <li>• Through scheduling and work planning with DCNR staff, identify work scope to be installed during off season, or shut down periods</li> <li>• Safely plan any work required during off season with considerations for weather and site conditions impacts</li> <li>• Identify contingency plans of action for work not able to be completed due to environmental impacts and delays</li> </ul>

## 2-5.2 (7) Construction Plan

Since GESA’s 1996 inception, McClure has successfully implemented over 200 GESA solutions throughout the Commonwealth utilizing our PA-based Construction Management expertise and resources. Our local team will provide fulltime, on-site construction management services throughout the entire Construction phase of the project. These services include all: permitting, procurement and delivery of equipment and materials to each job site, administering the project’s Quality Control/Assurance (QA/QC) program and Safety Plan, supervising all project subcontract partners and installations, systems start-ups, commissioning, coordinating L&I inspections, close-outs and acceptance, and conducting post-construction O&M training for DCNR staff. If ever needed, McClure’s project-dedicated Construction Manager and

Superintendent will have the full resources of McClure Company available for implementation efforts, including additional support staff from our 650-member team working from our seven (7) PA offices. For our on-site efforts, McClure requests that DCNR identify and permit our Construction Management team to work from an empty office space located on DCNR sites. This provision will help control overall project costs while enabling McClure to provide more effective management and oversight of daily construction activities. From this on-site office, our team will organize appropriate site layout and laydown areas where materials/equipment can be safely and securely delivered and unloaded, direct unused vehicles to designated parking areas, and directly coordinate daily construction operations with DCNR staff. In addition, this field office will enable McClure to more closely manage subcontractor access through DCNR areas, administer Lockout/Tagout (LOTO) safety procedures, conduct labor and tool safety checks, ensure clean-up is fully performed and that all waste materials are properly removed and disposed by the end of each work day.

All construction will be properly coordinated with DCNR staff prior to the start of any work. McClure Construction Manager (Chris Howe) will lead this effort, which is designed to minimize any negative impact on DCNR facilities, staff, or visitors. This will be accomplished successfully by McClure maintaining open line of communication and holding weekly construction meetings on-site with representatives of DCNR, subcontractors, and McClure’s Construction Manager, Superintendent, and other supporting team members. These meetings will clearly define all work activities currently being undertaken and for the future work week, status of schedule, and provide a look-ahead schedule outlining construction for the next 4 weeks. McClure will keep and track meeting minutes of each meeting, and share with all subcontractors, DCNR staff, and other stakeholders. These notes will capture all topics discussed during the meeting, track progress made towards resolution items, identify milestones achieved, goals for the week, and serve to keep all parties informed and aware of all construction activities currently being undertaken on site. The project’s schedule and Safety Plan will be reviewed with attendees, and any outstanding QA/QC items will be identified and addressed. All work will be properly coordinated during these meetings, and will include an open dialogue to discuss strategies that can better streamline construction efforts, schedules, arrangement of subcontractor escorts, or to address any project related issues. Other critical topics discussed at weekly scheduled construction meetings include:

Topic	Detailed Discussion
<b>Operations and Project Schedule</b>	<ul style="list-style-type: none"> <li>All project operations will be communicated and coordinated with DCNR staff, including work hours, weekly meetings, critical work, site layout, and other construction-related activities</li> <li>Project Schedule will be pre-planned and revisited, per phase, to ensure proper coordination</li> </ul>
<b>Logistics</b>	<ul style="list-style-type: none"> <li>Logistics will be based upon phase and work areas to ensure maximum productivity of installation teams</li> <li>Phasing will be based upon the final energy conservation measures selected and site categorization</li> </ul>
<b>HVAC &amp; EMS Systems, and Waste-Water Treatment Plant Improvements</b>	<ul style="list-style-type: none"> <li>Mechanical systems upgrades, optimization controller hardware, and building automation implementation schedules will be closely coordinated</li> <li>Coordinate any needed systems shut-downs; Heating and Cooling systems retrofits implemented in system’s off-season</li> <li>Energy Management System (EMS) control point and integration testing, cut-over testing, system optimization and 30-day monitoring will occur prior to project closeout to ensure the new EMS software is working effectively and efficiently</li> </ul>
<b>Public, Occupied Environments</b>	<ul style="list-style-type: none"> <li>Temporary measures, including power, temperature and air movement, will be agreed upon to ensure minimal disruption in fully occupied environments.</li> <li>Temporary staff relocations while work is being completed within a given work area; i.e. lighting/electrical, plumbing/rest-rooms, etc.</li> <li>Review of the facilities security and safety policies / procedures will occur for all project staff</li> </ul>

## 2-5.2 (8) Project Safety Plan, Management and Monitoring

A *Safety Plan* will be developed during the IGA phase for the DCNR GESA project, designed to ensure health and safety for all building occupants and workers. We are committed to achieving 100% compliance to all established health and safety plan standards, policies and protocols. This plan will be applied to all subcontract partners working at DCNR locations and will be reviewed weekly with them and DCNR staff during construction meetings held at each respective site. McClure’s safety management policy will assign and hold employees accountable for safe work practices. Safety audits will occur periodically to ensure compliance with OSHA, State, and DCNR safety guidelines and McClure safety policies.

*Management* of the project’s Safety Pan will be administered by our on-site Superintendent (Dave Sheaffer) with oversight

by the project dedicated Construction Manager (Chris Howe). This will be accomplished through weekly tool box training and site-specific safety notifications and discussions, based upon phase and the working environment. We have a full-time Safety Director, Tom Scott, who has overseen our safety program, resulting in a companywide EMR of 0.668. Mr. Scott will also remain involved, providing administrative oversight of the Plan throughout each phase of the project.

**Safety monitoring** of energy use will be provided by our on-site Superintendent and company Safety Director, Tom Scott. Daily walkthroughs to document investigate and train personnel on proper safety guidelines will occur. Lockout tag procedures, fall protection procedures, confined spaces training and abatement for hazardous materials will be closely monitored.

## 2-5.2 (9) Quality Assurance/Quality Control (QA/QC) Plan

McClure Company has an effective Quality Assurance/Quality Control (QA/QC) plan for procurement and construction and is driven to ensure that all work is safely implemented to DCNR and DGS standards and satisfaction. This plan will be administered by McClure's Construction Manager throughout the project's construction phase, and includes:

- **QA/QC Procurement Plan:** Review, approve and submit construction submittals to all team members; Create special approval methodologies to ensure a streamlined approach; Facilitate an adequate review timeline, approval process, and delivery mechanism for submittal materials; Inspect all new equipment and material for quality, proper functionality/performance, and compliance with established specifications.
- **QA/QC Construction / Final inspection Plan:** Ensure work is performed in compliance with contract requirements, code, recommendations and construction industry standards; Implement training plan and program for DCNR personnel; Manage and coordinate all QC activities and documentation; ensure proper document control; hold weekly job meetings; Institute a Phased Inspection plan with major stakeholders; Conduct systems start-ups and commissioning with DCNR staff, DGS, and installing subcontractor partners.

## 2-5.2 (10) Project Closeout Plan

McClure has a demonstrated understanding of the close-out process for training of DCNR personnel, manuals, occupancy permits, commissioning and final close-out, as shown below. These items will be expanded upon during the IGA.

- **Training:** Train and repurpose the current staff to properly operate, utilize, monitor, and maintain the installed systems. This is a critical component of the GESA program as it ensures the persistence of guaranteed savings over the long-term. McClure will customize its training program for DCNR's identified staff based upon all newly installed equipment, systems and technology. This program will commence during the Commissioning process, which includes participation by DCNR staff, and continue with scheduled training sessions over the contract term. Training sessions will be coordinated and held in a classroom setting at DCNR locations, and will include a review of O&M manuals from the Original Equipment Manufacturer (OEM) and as-built drawings. In addition, direct hands-on training will be provided on each ECM, such as new HVAC, mechanical, waste-water treatment plants, electrical / lighting, plumbing, building automation controls, water conservation measures, and Solar PV systems. Videotape of the training sessions will also be provided for future training use by DCNR. Upon completion of each training session, Certificates will be issued to DCNR staff demonstrating their understanding of the proper operation, maintenance, and monitoring of the newly installed systems. Re-training of DCNR staff will be provided as needed or requested over the contract term.
- **Manuals:** By combining new & existing O&M documentation, a master operation & maintenance manual will be created for DCNR staff.
- **Occupancy Permits:** McClure will facilitate all code required inspections for legal compliance.
- **Commissioning:** McClure will develop, optimize, and implement a commissioning plan by ECM. This process will focus and ensure system functionality, optimization, longevity, reliability and efficiency. Staff from McClure, DCNR, DGS, and subcontract partners will participate in the Commissioning process. This is an integral part of the commencement of the commencement of the Training program.
- **Final Close Out:** All warranty information and undocumented changes post-design will be recorded and delivered at project closeout.

## 2-5.3 RFQ Project Schedule

McClure Company has extensive experience developing and building tailored GESA solutions for PA municipal clients, and has the demonstrated capability to successfully deliver complex, comprehensive project scopes while achieving all project milestones to the defined schedule and limiting any impact on day-to-day operations. Similarly, McClure Company will efficiently and cost-effectively execute our proposed GESA solution for DCNR to the agreed upon schedule while maintaining open-lines of communication with DCNR staff at all time and in full compliance with the project's Safety Plan.

Some examples of our ability to develop and implement complex GESA solutions serving State Agency and other municipal-type clients are described below. These narrative descriptions were selected from McClure's portfolio of GESA projects that demonstrate our GESA project experience, capabilities, and expertise working with various technologies within different facility types and environments. In addition, a comprehensive listing of our GESA projects implemented to schedule is also included under Section 2-5.4.2 (a): **Firm's Experience on GESA Projects**. Note, like all of our other completed GESA projects, each of these projects serving municipal clients are within Pennsylvania; demonstrating our local capability, expertise and the resources we can commit to the DCNR GESA project to ensure success. These projects utilized guaranteed energy saving dollars in combination with earned energy rebates/incentives and available grant money to fund project implementation. Some projects also included Client capital dollar contributions to supplement energy savings to further address the client's capital master planning objectives and scope.

**Selinsgrove Center, Selinsgrove, PA (PA Department of Public Welfare):** In 2011, McClure Company developed and implemented a customized GESA solution for PA DPW Selinsgrove Center. This project consisted of work within 47 buildings totaling over 980,000 Square Feet. McClure implemented 35 ECMs that included: Campus Wide Lighting Upgrades, Campus Wide Steam Trap Replacement, Building Automation System Replacement, Gas Fired Steam Boiler Installation, Steam Turbine Installation, 315,000 SF Roof Replacement, a 1,300 Ton Cooling System Installation, Coal Boiler Automatic Controls, (2) 1 Megawatt Emergency Generator Installation, New building construction for generators, turbine and gas boiler, Solar Thermal Pool Heating System, Automatic Pool Cover, Insulation Upgrades, Variable Speed Pumps, and Variable Speed Fans. Total project installation cost was \$11,903,563. All construction milestones and ECM installations were implemented to schedule and DPW expectations. Post-construction Measurement and Verification (M&V) services conducted on the project's guaranteed savings have proven to exceed the contractual guarantee by approximately \$446,000. Currently, McClure and PA DGS are coordinating for a Phase II GESA project that will address additional lighting conversions to LED, lighting controls, Energy Management System upgrades, high-efficiency dual fired Oil/Gas burner conversions, weatherization and building envelop improvements, and water conservation measures.

**White Haven Center, White Haven, PA (PA Department of Public Welfare):** In 2012, McClure Company developed and implemented a customized GESA solution for PA DPW's White Haven Center. This project consisted of work within eighteen (18) distributed buildings located on 184 acres, comprising over 590,000 square feet. ECM improvements developed and built by McClure included: Campus Wide Lighting Upgrades, Campus Wide Steam Trap Replacement, Campus Wide Underground Steam Line Replacement, Building Automation System Installation, Coal Boiler Automatic Controls, New Building Construction for Summer Coal Boiler, Solar Thermal Pool Heating System, Insulation Upgrades, and Variable Speed Pumps and Fans. Total project installation cost was \$8,494,911, and generates \$660,909 in annual savings, including \$122,945 in Equipment and Maintenance type savings. All construction milestones and ECM installations were implemented to schedule and DPW expectations.

**Lackawanna County:** McClure Company developed and implemented a customized GESA solution for Lackawanna County, PA. This project focused on implementing Energy Conservation Measure (ECM) improvements to facilities located throughout the County. These ECMs included: County Wide Lighting Upgrades, County Wide Building Envelope Upgrades, Combine Heat and Power / Emergency Generator, Kitchen Hood Controls / Refrigeration Upgrades, Plumbing Upgrades, Steam and Hot Water Conversion, and Courthouse Re-Commissioning. Total project cost was \$7,476,933, and generates \$705,070 in annual savings for the County. All construction milestones and ECM installations were implemented to schedule and County expectations

**York County Government:** McClure Company worked with the County to develop and implement a three-phase GESA program, which focused capital improvements to facilities located throughout the County. ECMs implemented by McClure Company included: County Wide Lighting Upgrades, HVAC System improvements/installations, Boiler and Chiller Replacements, Prison Automatic Shower and Hand Sink Controls, Plumbing Fixture Replacements, Prison Building Envelope and Laundry System Upgrades, a new Building Automation System, and Courthouse HVAC System Re-



Commissioning. Each phase was properly coordinated with County operations, and implemented to schedule. Total Project cost was \$9,539,807 over the three (3) phases, generating \$1,204,177 in annual savings.

**Centre County Government:** Over the Summer (2018), McClure Company implemented the following ECMs for Centre County, PA: County-Wide LED Lighting Upgrades, Building Envelope Upgrades, Courthouse HVAC & Controls Upgrades, Cooling Tower Replacement, DWH & Kitchen RTU Replacement, County Office MUA Unit & Fluid Cooler Upgrades, County Office Boiler Plant & Controls Upgrade, Sheriff's Office Heating & Controls Upgrade, Sheriff's Office Roof Replacement, Sheriff's Office Window Replacements, and Sheriff's Office Interior Repairs. This GESA program had a total installation cost of \$5,425,347, and generates \$506,057 in annual savings.

Please see Section 2-5.4.2 (a) **Firm's Experience on GESA Projects** for additional case study information and examples of McClure Company achieve GESA project milestones and tasks to schedule.

## 2-5.3 (1) Project Schedule Narrative

McClure Company has identified critical aspects of the schedule, including the associated risks, and how our team's process will ensure achievement of critical milestone dates. Presented below is a narrative of our project schedule, which discusses the challenges of the schedule and proposed solutions. McClure will define project milestones and complete the project with minimal or no disruption to DCNR's daily operations. Our Project Manager, Dean Badorf, will assume direct responsibility of coordinating the Project Schedule with all stakeholders, and track and manage the critical path milestones. Within 30 days of the contract start date, McClure will complete an updated Critical Path Method (CPM) Schedule of the forecasted construction progress schedule, providing DCNR with a look-ahead timetable of next steps.

**Critical aspects of the schedule** have been identified and will be carefully planned, executed and expedited to ensure the project schedule stays on track. The critical activities (with target start dates) include:

1. **Target: 03/21/19 - Review and Notice of Award:** Evaluation of Proposals and Notice of Award within 45 calendar days of proposal submission.
2. **Target: 06/12/19 - Investment Grade Audit (IGA) Report:** The final audit report will be submitted within 60 calendar days upon a Notice of Award. As part of this IGA report, McClure will perform detailed engineering, on site equipment testing, live metering and hard cost estimating to include energy baseline data; define and finalize the measurement and verification plan, Safety Plan, QA/QC Plan, Construction Plan, financing, detailed descriptions of each ECM, commissioning plan and the contract.
3. **Target: 08/14/19 - Contract Execution / Procurement:** Review and approval of IGA report, execution of GESA contract and award of GESA within 60 calendar days of IGA report submission.
4. **Target: 12/11/19 - Engineering & Major Equipment Procurement:** Final mechanical, electrical and building engineering as well as project permits and coordination with utilities will be completed. McClure will also prepare and submit equipment submittals for review. Coordination with utilities, and procurement of long-lead time equipment, subcontractors, equipment and material suppliers will be completed.
5. **Target: 11/13/19 - Pre-Construction:** At a pre-construction and orientation meeting with DCNR and subcontract partners, we will review the entire scope-of-work, general conditions, work sequences, early startup requirements, Safety Plan, QA/QC Plan, and commissioning requirements to develop a baseline work flow.
6. **Target: 11/13/19 - Critical Path Coordination:** Long lead equipment, coordination with utilities, subcontractors, equipment suppliers and DGS facility personnel.
  - a. *Completion of Investment Grade Audit Report* **Target: 06/12/19**
  - b. *DGS Review/Contract Procurement* **Target: 08/14/19**
  - c. *Engineering* **Target: 10/30/19**
  - d. *Pre-Construction Activities & Major Equipment Procurement* **Target: 11/13/19**
  - e. *As-Built and O&M documentation* **Target: 30 days following substantial project completion**
7. **Construction Milestones / Fixed Dates Set:** With the understanding that no activity, aside from design/procurement shall exceed 30 days, the following milestones are established with the project schedule: Start date, substantial completion, daily hours, commencement tasks, subcontractor awards, engineering, procurement of major material, site approvals, permits, site mobilization and preparation, electrical shutdown, site and installation work, inspections, testing, training and commissioning. Although shown as one continuous activity, construction is

the combination of different activities with many tasks being completed in parallel with each other in order to complete all recommended core ECM's to the established schedule. Each ECM's duration varies based upon scope and complexity; however, specific project implementation timelines will be reviewed and finalized with DGS.

8. **Irregular Circumstances:** As atypical conditions arise, the Project Manager will determine task priorities and make adjustments while communicating with all stakeholders. The start-finish relationships for each task are adjusted accordingly to meet specific deadlines.
9. **Weekly Construction and Safety Meetings Established:** Consistent, open communication with all stakeholders will mitigate potential issues and reduce risk associated with each ECM. McClure will conduct all construction activities with this approach and be available to DCNR staff at any time throughout the entire process.

*Associated Risks* with schedule, which are identified below, will be identified, monitored, and mitigated by the following techniques:

Associated Risks	Risk Mitigation Techniques to be Employed
<b>Hazardous Materials</b>	<ul style="list-style-type: none"> <li>Prior to construction, McClure's construction experts will locate hazardous materials</li> <li>McClure will identify, tag and communicate all hazardous materials affected during construction</li> </ul>
<b>Weather Impacts</b>	<ul style="list-style-type: none"> <li>2-week look ahead schedules, with built-in schedule flexibility, will mitigate weather impacts</li> <li>Weekly schedule updates and communication will allow for adjustments and sequence changes</li> </ul>
<b>Occupied Facility</b>	<ul style="list-style-type: none"> <li>Weekly communication with DCNR staff will ensure coordination by ECM, space &amp; trade</li> <li>McClure will be flexible and schedule construction activities around occupancy needs</li> </ul>

*McClure's team process to ensure achievement of critical milestone dates* is paramount. One critical step in the team process approach is to review the final schedule with the Commonwealth. This step will help develop and confirm the best means, methods, and durations to execute each schedule task and the effect of the task within each facilities' occupied areas. Each energy conservation measure (ECM) will be carefully coordinated and executed, by phase, with all parties and subcontractors involved through weekly project meetings and on-going group communication. McClure understands that proper planning and increased communication are two major factors in ensuring a successful, expedited schedule.

### 2-5.3 (2) Critical Path Method (CPM) Schedule

McClure Company has created a project schedule graphic, or critical path method (CPM) schedule, which sets forth a logical progression of critical path activities, including:

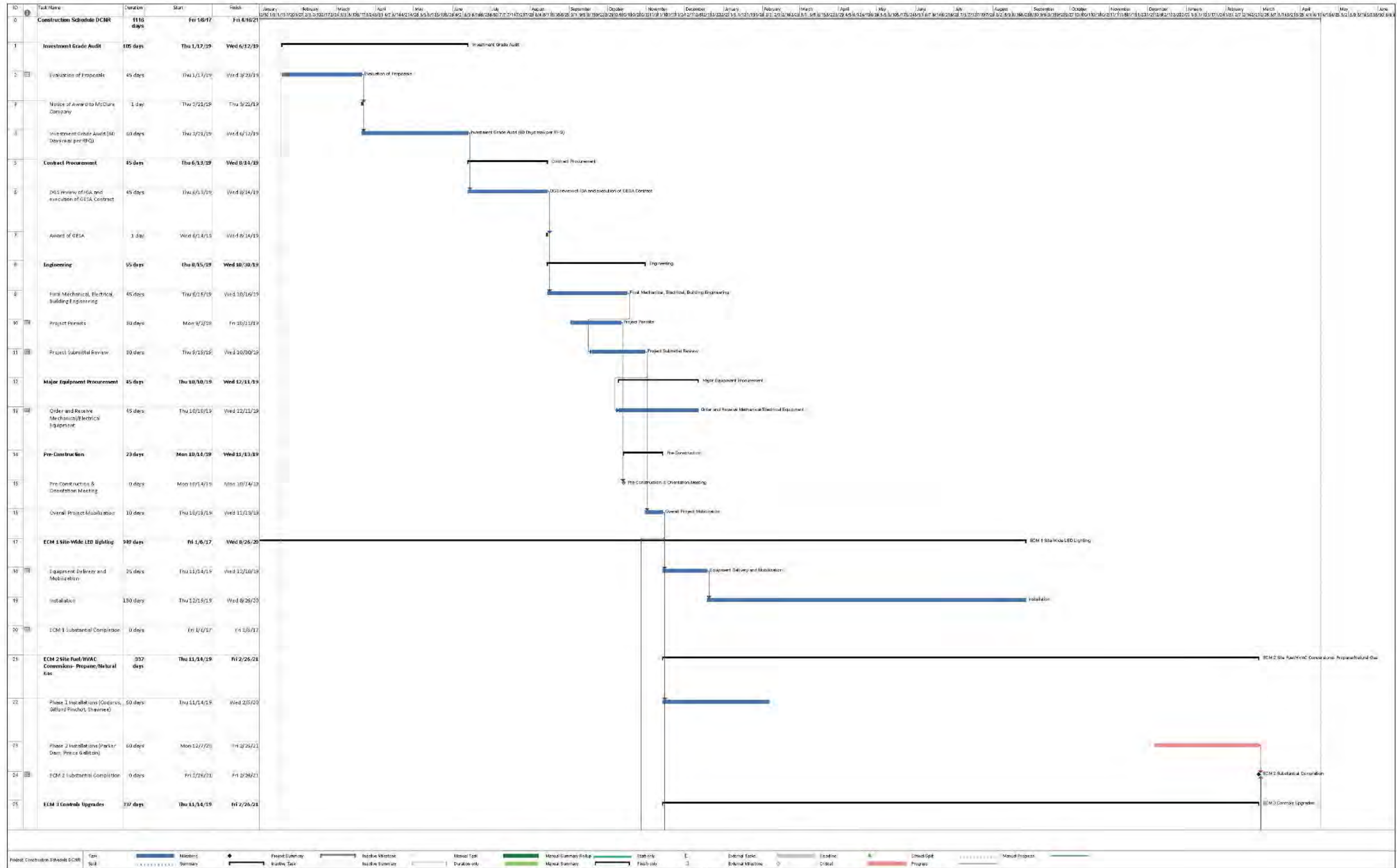
- The Notice of Selection
- Duration and submission of the Energy Audit Report
- Full execution of Energy Contract
- Permit submission and approval dates, including L&I, DEP Title V, and Insurance
- Durations of on-site work
- Scheduling of start-up and testing of equipment
- Commissioning
- Training of DCNR personnel

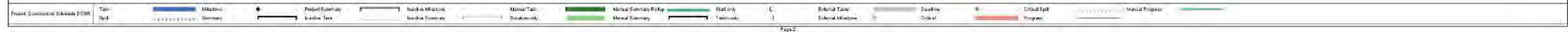
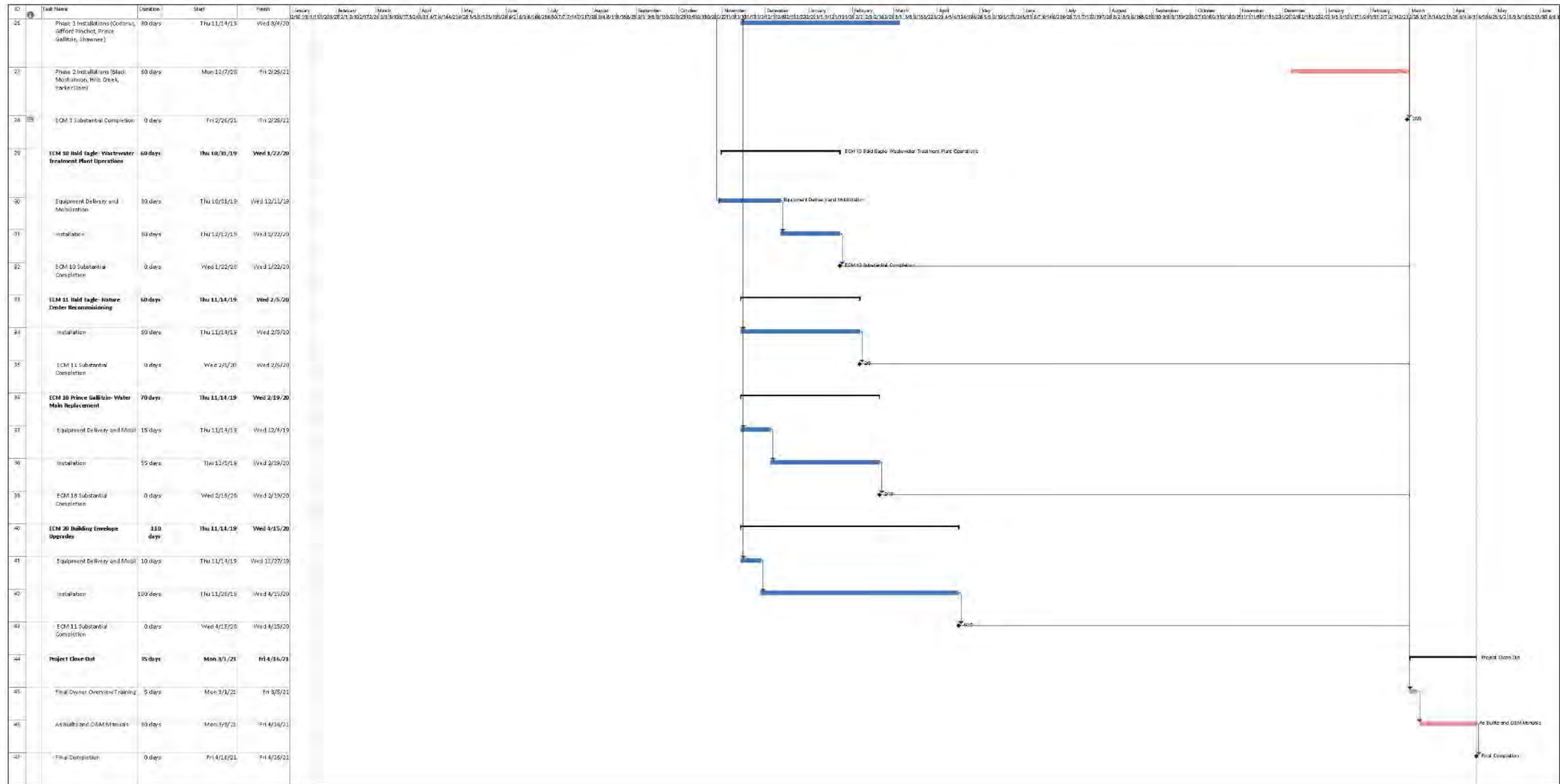
The project schedule graphic can be found in Figure 2 – Project Schedule, located at the end of this section.

### 2-5.3 (3) Project Coordination

McClure Company’s Critical Path Method (CPM) schedule integrates and coordinates construction with all local utilities, subcontractors, equipment / material suppliers and DCNR facility personnel. The table featured below summarizes McClure’s integration and coordination techniques that will be undertaken with the respective project entities:

Entity	Project Schedule Integration and Coordination Techniques
<b>System Integration</b>	<ul style="list-style-type: none"> <li>• McClure Company will assist with the necessary control system integration or conversion for existing and selected upgrades</li> <li>• McClure will provide troubleshooting, commissioning support, and monitoring to supplement the services provided by NRG</li> </ul>
<b>Subcontractors</b>	<ul style="list-style-type: none"> <li>• McClure will incorporate and coordinate all subcontractor schedules and critical path items</li> <li>• McClure will communicate and revise the schedule weekly and create a forum for open issues</li> </ul>
<b>Equipment Suppliers</b>	<ul style="list-style-type: none"> <li>• Equipment submittal review and lead times will be evaluated and integrated into the schedule</li> <li>• Equipment production, shipping, and site arrival will be carefully monitored and documented</li> </ul>
<b>DCNR Personnel</b>	<ul style="list-style-type: none"> <li>• DCNR personnel and other project stakeholders will be invited to attend weekly construction meetings where schedule updates and planning will occur</li> <li>• Activities performed in occupied areas will be closely coordinated with DCNR staff</li> </ul>





## 2-5.4 Qualifications Forms

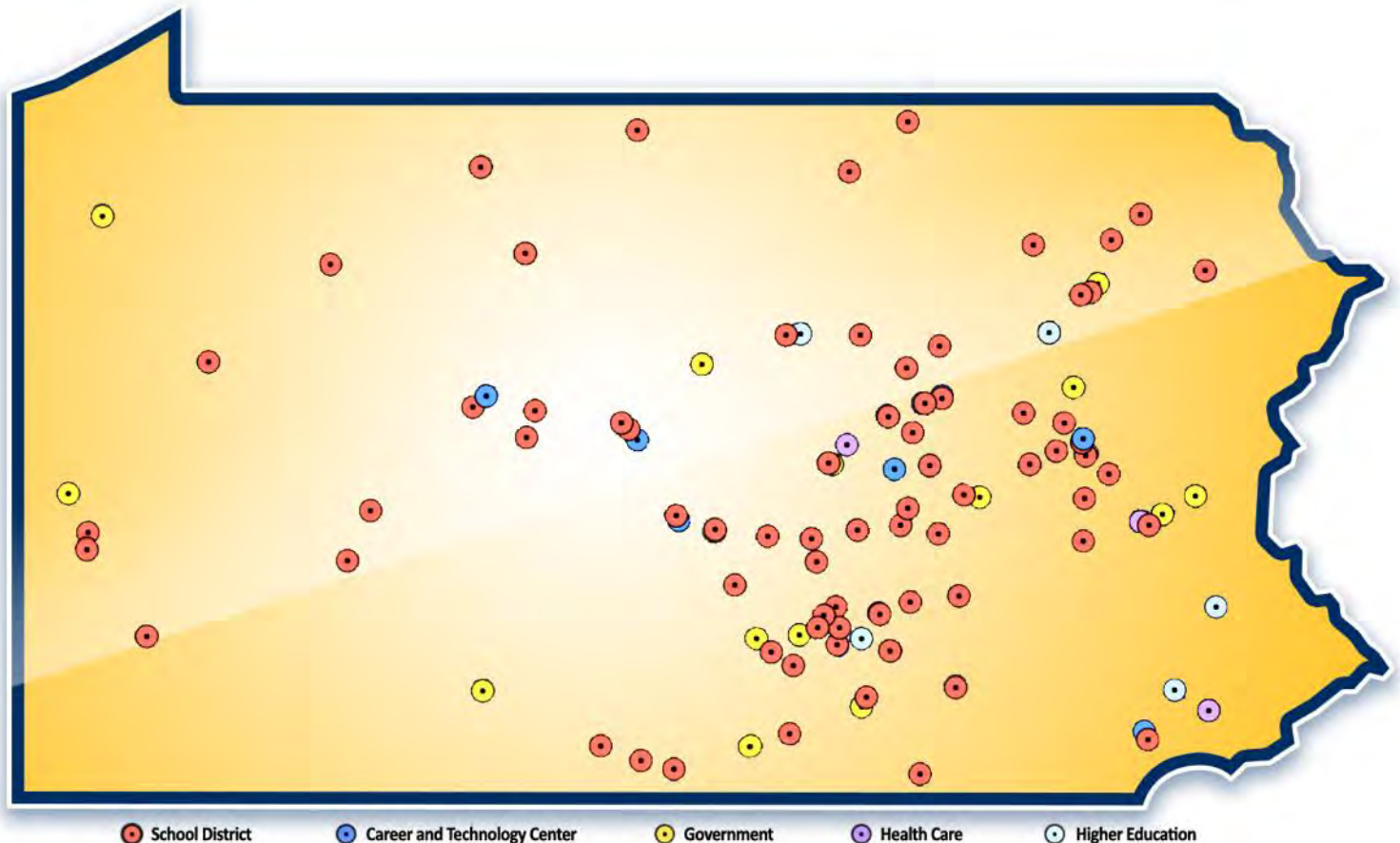
### 2-5.4.1 GESA Contractor Qualification Forms

McClure’s core team members have the demonstrated qualifications and experience necessary to perform this project. Our in-house team of professional engineers, architects and construction managers take great pride in the quality of work we perform and strive to develop solutions that help our clients to do more with less. We are confident in our ability to successfully develop and implement this customized GESA solution for DCNR and look forward to getting started with the Commonwealth team.

To date, the McClure team dedicated to this GESA program has successfully built over 200 other PA GESA solutions in accordance to the legislation, many of which serve large PA municipal institutions having numerous, distributed facilities over a large area that are similar in operation, technology, and are comparable to the DCNR sites included under this GESA program. The map featured below identifies locations throughout the Commonwealth where McClure Company has successfully delivered customized PA GESA programs to schedule; clearly demonstrating our teams’ Management Capabilities, Financial Ability to Provide Guarantees, Capacity of Resource Availability, and ability to Commit Resources.

### McClure PA GESA Experience – Implemented Project Locations

*(Partial Listing)*



### 2-5.4.1 (a) Management Team Individual Qualifications

Below is a summary of the management team’s individual qualifications, including project responsibilities, time with firm, experience with GESA projects, educational / technical training, LEED accredited projects, and other information relevant to the evaluation of the individual.

## Jonathan Zeller

*Account Executive*

Project Responsibilities		Time with Firm: 1 year / PA GESA Experience: 18 Years		
Primary contact responsible for development, engineering, design and coordination tasks for successful project completion. Jon will communicate Commonwealth project goals to the entire team, including all listed subcontractors, as well as manage the development and engineering effort, assist with securing project financing, energy rebates, and negotiating the contract.				
Educational or Technical Training				
B.A. International Politics & Government / U.S. Army - Certified Clinical Medical Laboratory Technology				
Previous Industry Experience - Employment				
Ameresco, Business Development (12 Years) / Honeywell, Business Development (5 Years)				
Experience with GESA and LEED Accredited Projects (all LEED projects are designated by an asterisk*)				
<i>Project</i>	<i>Type</i>	<i>Year</i>	<i>Cost</i>	<i>Role</i>
Delaware County Intermediate Unit	Education	2018	\$2.4M	Account Executive
Luzerne County Community College	Education	2018	\$8 M	Account Executive
Penn State University – Main Campus	Education	2014	\$2.8 M	Account Executive
Flemington-Raritan Regional School District	Education	2017	\$4.9M	Account Executive
Wayne Township School District	Education	2016	\$10 M	Account Executive
Somerset Hills School District	Education	2015	\$3.2M	Account Executive
Franklin Township	Local Gov.	2015	\$1.4 M	Account Executive

## Shayne Homan, P.E., CEM, LEED AP

*Vice President of Energy Services*

Project Responsibilities		Time with Firm: 18 years / PA GESA Experience: 18 Years		
Shayne is responsible for all project services, from engineering to construction. After 16 years, Shayne is experienced in the entire engineering and design work for large, complex institutional work, overseeing all phases from initial concept and design to implementation and construction monitoring.				
Educational or Technical Training				
Bachelor of Science, Mechanical Engineering Technology, The Pennsylvania State University				
Experience with GESA and LEED Accredited Projects (all LEED projects are designated by an asterisk*)				
<i>Project</i>	<i>Type</i>	<i>Year</i>	<i>Cost</i>	<i>Role</i>
Luzerne County, Wilkes-Barre, PA	Government	2018	\$4.2 M	Director
Lackawanna County, Scranton, PA	Government	2015	\$7.9 M	Director
York County, York, PA	Government	2010-16	\$9.5 M	Director
Northampton County, Easton, PA	Government	2011	\$19 M	Account Manager
DPW Selinsgrove Center, Selinsgrove, PA	Government	2010	\$12 M	Account Manager
DPW White Haven, White Haven, PA	Government	2010	\$9 M	Account Manager
Delaware County Intermediate Unit, Aston, PA	Commercial	2017	\$2.6 M	Director
Pine Grove Area SD, Pine Grove, PA	Education	2017	\$3.4 M	Director
West Shore SD, Redland, PA	Education	2016-18	\$11.4 M	Director
Lehighon SD, Lehighon, PA	Education	2016	\$7.7 M	Director
Salisbury SD, Allentown, PA	Education	2013-16	\$5.8 M	Director
Northwestern Lehigh SD, New Tripoli, PA	Education	2015	\$3.9 M	Director

Harrisburg SD, Harrisburg, PA	Education	2015	\$5 M	Director
Moon Area SD, Moon Township, PA	Education	2015	\$4.3 M	Director

## Brian Moore, LEED GA, CIP

*Engineering Operations Manager*

<b>Project Responsibilities</b>	<b>Time with Firm: 8 years / PA GESA Experience: 8 Years</b>
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Brian is responsible for the day-to-day management of our engineering efforts and will lead McClure’s design engineering team from initial project development through construction. He will oversee the engineering design for all ECMs requiring such services, conduct design reviews, coordinate the Commonwealth as part of its review process, prepare submittals, and produce as-built drawings of all ECMs implemented under this GESA project.

<b>Educational Background</b>
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Mechanical Design Technology Degree, Thompson Institute

<b>Recent Projects</b>
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<i>Project</i>	<i>Type</i>	<i>Year</i>	<i>Cost</i>	<i>Role</i>
Luzerne County, Wilkes-Barre, PA	Government	2018	\$4.2 M	Senior Engineer
Bedford County, Bedford, PA	Government	2015	\$1.7 M	Senior Engineer
Schuylkill County, Pottstown, PA	Government	2015-16	\$900K	Senior Engineer
York County, York, PA	Government	2010-13	\$9.5 M	Design Engineer
Northampton County, Easton, PA	Government	2011	\$19 M	Senior Engineer
Delaware County Intermediate Unit, Aston, PA	Commercial	2017-18	\$17.8 M	Senior Engineer
Northern Lehigh SD, Slatington, PA	Education	2018	\$10.7 M	Senior Engineer
Mifflin County SD, Lewistown, PA	Education	2018	\$8.8 M	Senior Engineer
Conewago Valley SD, New Oxford, PA	Education	2018	\$12.9 M	Senior Engineer
Penns Manor Area SD, Clymer, PA	Education	2018	\$7.3 M	Senior Engineer

## Christopher Stultz, P.E., CEM

*Senior Energy Engineer*

<b>Project Responsibilities</b>	<b>Time with Firm: 10 years / PA GESA Experience: 10 Years</b>
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Chris is a key member of McClure’s design engineering team responsible for performing investment grade facility audits; identifying and qualifying Energy Conservation Measures (ECMs) that require MEP design engineering service. He will benchmark ECMs and develop a preliminary design that progress to buildable construction projects with budgetary savings, costs, and technical scopes of work.

<b>Educational or Technical Training</b>
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Master of Architectural Engineering, Architectural Engineering, The Pennsylvania State University  
Bachelor of Architectural Engineering, Architectural Engineering, The Pennsylvania State University

<b>Experience with GESA and LEED Accredited Projects (all LEED projects are designated by an asterisk*)</b>
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<i>Project</i>	<i>Type</i>	<i>Year</i>	<i>Cost</i>	<i>Role</i>
Luzerne County, Wilkes-Barre, PA	Government	2018	\$4.2 M	Senior Engineer
Schuylkill County, Pottstown, PA	Government	2015-16	\$900K	Senior Engineer
Bedford County, Bedford, PA	Government	2015	\$1.7 M	Senior Engineer
Lackawanna County, Scranton, PA	Government	2015	\$7.9 M	Senior Engineer
Kutztown Area SD, Kutztown, PA	Education	2018	\$4.2 M	Senior Engineer
West Perry SD, Shermans Dale, PA	Education	2018	\$8.5 M	Senior Engineer
Mifflin County SD, Lewistown, PA	Education	2018	\$8.8 M	Senior Engineer
Northern Lehigh SD, Slatington, PA	Education	2018	\$10.7 M	Senior Engineer
West Shore SD, Redland, PA	Education	2016-18	\$11.4 M	Senior Engineer
Delaware County IU, Aston, PA	Commercial	2017-18	\$17.8 M	Senior Engineer



## Christopher Howe

*Project Manager*

Job Responsibilities				
Directly responsible for the overall project management duties including the coordination of subcontractors, scheduling, and job pre-planning from system start-up to final completion of the project.				
Educational Background				
<ul style="list-style-type: none"> <li>Pennsylvania College of Technology, Degree &amp; Certificate in Plumbing and Heating</li> <li>Local 520 Plumbers and Pipefitters Union</li> </ul>				
Recent Projects				
Project	Type	Year	Cost	Role
Penns Manor Area SD, Clymer	Education	2018	\$7.3 M	Project Manager
Lock Haven University, Lock Haven, PA	Education	2018	\$1.1 M	Project Manager
Penn State university – Data Center	Education	2017	\$4.7 M	Project Manager
United School District, Armagh, PA	Education	2016	\$4.9 M	Project Manager
West Branch SD, Morrisdale, PA	Education	2015	\$2.2 M	Project Manager
Penn State University - South Halls	Education	2015	\$14 M	Project Manager

## Dean Badorf

*Manager of Energy Services Construction*

Project Specific Role		Time with Firm: 46 Years / PA GESA Experience: 21 years		
Dean will oversee the field supervision and coordinate manpower and site planning requirements during the construction phase. Dean brings with him over 38 years of experience as a project manager and field supervisor in the construction field and labor force management. Dean will be in charge of the overall management of the projects including the coordination of subcontractors.				
Educational Background				
Associates Degree, Engineering Drafting , Pennsylvania College of Technology (formerly Williamsport Area Community College)				
Experience with GESA and LEED Accredited Projects (all LEED projects are designated by an asterisk*)				
Project	Type	Year	Cost	Role
DPW White Haven, White Haven, PA	Government	2010	\$9 M	Project Manager
Schuylkill County, Pottstown, PA	Government	2015-16	\$900K	Project Manager
Bedford County, Bedford, PA	Government	2015	\$1.7 M	Project Manager
Kutztown Area SD, Kutztown, PA	Education	2018	\$4.2 M	Project Manager
Delaware County Intermediate Unit, Aston, PA	Commercial	2017-18	\$2.6 M	Project Manager
West Shore SD, Redland, PA	Education	2016-17	\$7.1 M	Project Manager
Millville Area SD, Millville, PA	Education	2005-16	\$8.1 M	Project Manager
Moon SD, Moon Township, PA	Education	2015	\$4.3 M	Project Manager

## Andrew McKenna

*Commissioning Manager*

Project Specific Role		Time with Firm: 12 Years / PA GESA Experience: 12 years		
Richard is responsible for oversight of project from scope of work development through system commissioning, project close-out and measurement and verification.				
Educational Background				
<ul style="list-style-type: none"> <li>Registered Site Inspector, National Guild of Master Craftsmen, Ireland</li> </ul>				

- LABVIEW programmer, California State University – Fullerton, CA

**Experience with GESA and LEED Accredited Projects (all LEED projects are designated by an asterisk\*)**

Project	Type	Year	Cost	Role
Kutztown Area SD, Kutztown, PA	Education	2018	\$4.2 M	Commissioning Mgr
Selinsgrove Area SD, Selinsgrove, PA	Education	2014-18	\$6 M	Commissioning Mgr
Bloomsburg Area SD, Bloomsburg, PA	Education	2018	\$6 M	Commissioning Mgr
Bedford County, Bedford, PA	Government	2015	\$1.7 M	Commissioning Mgr
Lackawanna County, Scranton, PA	Government	2015	\$7.9 M	Commissioning Mgr
DPW Selinsgrove Center, Selinsgrove, PA	Government	2010	\$12 M	Commissioning Mgr
DPW White Haven, White Haven, PA	Government	2010	\$9 M	Commissioning Mgr

### 2-5.4.1 (b) Financial Ability to Provide Guarantee

McClure Company is financially strong and stable with an industry reputation of project performance and customer satisfaction. Our energy savings guarantee is a direct, first party guarantee to the Commonwealth for the full contract term. We are a 65-year-old company that manages over \$350M in guaranteed energy savings commitments to PA public institutions. We maintain a \$150 million bonding capacity and have over \$37M in total assets, demonstrating our financial strength and ability to deliver high quality projects on-time and on-budge. McClure Company continues to grow through acquisition of other industry leading firms, such as Burns Mechanical in 2017, and opening additional office locations throughout the Commonwealth so we may better serve our clients over the long-term. Over the last 5 years alone, we have developed and implemented over \$600M worth of customized energy saving solutions, Design/Build projects and services,

**2018: McClure Company is listed by Team Pennsylvania as One of the “Best Places to Work in Pennsylvania” for PA’s large size businesses. Year-after-year, McClure is consistently listed as one of the best places to work in PA.**

	PA GESA Projects Completed (Annually)	- Revenue - McClure Energy Services Group (Only)	- Total Revenue – McClure Company
2018	25+ PA GESA Projects	\$104 Million	\$180,000,000
2017	20 PA GESA Projects	\$55 Million	\$113,573,808
2016	14 PA GESA Projects	\$49 Million	\$114,979,184
2015	8 PA GESA Projects	\$46 Million	\$103,997,087
2014	9 PA GESA Projects	\$48 Million	\$92,967,735
2013	11 PA GESA Projects	\$47 Million	\$97,836,841

*Note: Figures presented above are specific to projects completed within Pennsylvania only, under PA GESA legislation, not projects completed outside the Commonwealth under different State legislations and programs.*

as presented within the table below.

As a privately-owned company, please find McClure Company’s 2017 independently audited financial statements provided on the following pages, within this section. As requested, a history of five (5) other project guarantees and the dollar amount of these projects is presented with the table below. Note, like all of our other 20 completed GESA projects, each of these projects are within Pennsylvania; demonstrating our local capability, expertise and the resources we can commit to the DCNR GESA project to ensure success. As specified, McClure did not include any ECM or cost information of the project in this portion of the Technical Submission.

Five (5) Project History: Name	Project Guarantee	Project Value
DPW, Selinsgrove Center	\$537,445	\$17,903,563
DPW, White Haven	\$570,863	\$8,494,911
County of Northampton	\$1,545,917	\$ 19,089,413
County of Schuylkill	\$62,586	\$1,876,488
County of York	\$ 592,007	\$ 9,539,807

In consideration of the financial information provided under this section, McClure Company demonstrates that it has the financial strength and ability to develop, design, build, and administer a project guarantee over the entire contract term.

**McClure Company  
Balance Sheet  
For period ending December 31, 2017**

<b>ASSETS</b>	
Cash	4,317,092.79
Accounts Receivable	10,051,466.37
Less Allowance for Doubtful Accounts	(12,000.00)
Costs & Earnings in Excess of Billings	4,011,363.00
Inventory	248,250.30
Prepayments	34,885.94
Deferred Income Taxes - Federal	0.00
Deferred Income Taxes - State	0.00
Other Current Assets	0.00
<b>Total Current Assets</b>	<b>18,651,058.40</b>
<b>Long Term Investments</b>	<b>0.00</b>
<b>Fixed Assets (Gross)</b>	<b>5,407,775.16</b>
Less Accumulated Depreciation	(499,827.91)
<b>Fixed Assets (Net)</b>	<b>4,907,947.25</b>
<b>Goodwill (Gross)</b>	<b>14,924,389.27</b>
Less Accumulated Amortization	(870,589.37)
<b>Goodwill (Net)</b>	<b>14,053,799.90</b>
<b>Other Non-Current Assets</b>	<b>0.00</b>
<b>TOTAL ASSETS</b>	<b>37,612,805.55</b>
<b>LIABILITIES</b>	
<b>Current Liabilities</b>	
Short-Term Debt- LOC	(5,129,159.04)
Short-Term Debt-Holdings	0.00
Short-Term Debt - Due to/from Talen	0.00
Long-Term Debt Due Within 1 Year	0.00
Accounts Payable	5,508,967.62
Accrued Income Taxes	(76,290.88)
Accrued Taxes - Other	0.00
Accrued Expenses	5,833,254.24
Billings in Excess of Costs & Earnings	8,745,784.00
Deferred Taxes - Current	0.00
Other Current Liabilities	0.00
<b>Total Current Liabilities</b>	<b>14,882,555.94</b>
<b>Long-Term Debt-PPL</b>	<b>0.00</b>
<b>Long-Term Debt-Other</b>	<b>0.00</b>
<b>Deferred Taxes-Long-Term</b>	<b>0.00</b>
<b>Deferred Compensation</b>	<b>0.00</b>
<b>Other Long-Term Liabilities</b>	<b>0.00</b>
Common Stock	73,935.00
Additional Paid in Capital	17,626,357.12
Retained Earnings	5,029,957.49
<b>Total Equity</b>	<b>22,730,249.61</b>
<b>TOTAL LIABILITIES &amp; EQUITY</b>	<b>37,612,805.55</b>

McClure Company  
Income Statement For December, 2017

Proprietary and Confidential

Current Month Actual	Gross Margin %	Current Month Budget	Gross Margin %	Change From Budget		Year To Date Actual	Gross Margin %	Year To Date Budget	Gross Margin %	Change From Budget
\$ 3,821,893		\$ 1,000,000		\$ 2,821,893	Construction Revenues	\$ 27,292,014		\$ 21,000,000		\$ 6,292,014
\$ 1,660,309		\$ 900,000		\$ 760,309	Energy Services Revenues	\$ 42,589,723		\$ 39,400,000		\$ 3,189,723
\$ 2,460,649		\$ 1,700,000		\$ 760,649	Service Revenues	\$ 16,577,135		\$ 13,800,000		\$ 2,777,135
\$ -		\$ -		\$ -	Other Revenues	\$ -		\$ -		\$ -
\$ 7,942,851		\$ 3,600,000		\$ 4,342,851	<b>Total Revenue</b>	\$ 86,458,872		\$ 74,200,000		\$ 12,258,872
\$ 2,901,440	24.1%	\$ 849,200	15.1%	\$ 2,052,240	Construction Expenses	\$ 22,419,314	17.9%	\$ 17,833,200	15.1%	\$ 4,586,114
\$ 1,308,233	21.2%	\$ 720,000	20.0%	\$ 588,233	Energy Services Expenses	\$ 31,386,831	26.3%	\$ 31,520,000	20.0%	\$ (133,169)
\$ 1,762,097	28.4%	\$ 1,193,360	29.8%	\$ 568,737	Service Expenses	\$ 11,849,266	28.5%	\$ 9,692,400	29.8%	\$ 2,156,866
\$ -	0.0%	\$ -	0.0%	\$ -	Other Expenses	\$ -	0.0%	\$ -	0.0%	\$ -
\$ 5,971,770	24.8%	\$ 2,762,560	23.3%	\$ 3,209,210	<b>Total Expenses</b>	\$ 65,655,411	24.1%	\$ 59,045,600	20.4%	\$ 6,609,811
\$ 1,971,081		\$ 837,440		\$ 1,133,641	<b>Gross Margin</b>	\$ 20,803,461		\$ 15,154,400		\$ 5,649,061
\$ 958,487		\$ 1,010,916		\$ (52,429)	SG&A Expenses	\$ 7,031,307		\$ 6,550,916		\$ 480,391
\$ 279,174		\$ (50,000)		\$ 329,174	Incentives	\$ 3,887,239		\$ 2,100,000		\$ 1,787,239
\$ 1,237,661	79.3%	\$ 960,916	65.2%	\$ 276,745	<b>Total Expenses</b>	\$ 10,918,546	83.4%	\$ 8,650,916	85.3%	\$ 2,267,630
\$ 733,420	9.2%	\$ (123,476)	-3.4%	\$ 856,896	<b>Operating Income</b>	\$ 9,884,915	11.4%	\$ 6,503,484	8.8%	\$ 3,381,431
\$ 124,370		\$ -		\$ 124,370	Goodwill Amortization	\$ 870,589		\$ -		\$ 870,589
\$ (1,552)		\$ -		\$ (1,552)	Interest Income / Expense	\$ (6,843)		\$ -		\$ (6,843)
\$ (1,033)		\$ (1,000)		\$ (33)	Other (Income)/Expense	\$ (2,092)		\$ (12,000)		\$ 9,908
\$ 121,785		\$ (1,000)		\$ 122,785	<b>Total Other Income &amp; Expenses</b>	\$ 861,654		\$ (12,000)		\$ 873,654
\$ 611,635		\$ (122,476)		\$ 734,111	<b>Net Income</b>	\$ 9,023,261		\$ 6,515,484		\$ 2,507,777

EBITDA & FCF - December, 2017										
\$ 733,420	\$ (123,476)	\$ 856,896	Operating Income	\$ 9,884,915	\$ 6,503,484	\$ 3,381,431				
\$ -	\$ -	\$ -	Corporate SG&A Allocation	\$ -	\$ -	\$ -				
\$ (1,033)	\$ (1,000)	\$ (33)	Other (income)/Expense	\$ (2,092)	\$ (12,000)	\$ 9,908				
\$ 734,453	\$ (122,476)	\$ 856,929	<b>EBIT</b>	\$ 9,887,007	\$ 6,515,484	\$ 3,371,523				
\$ 85,384	\$ 65,000	\$ 20,384	Depreciation	\$ 600,028	\$ 435,000	\$ 165,028				
\$ 819,817	\$ (57,476)	\$ 877,293	<b>EBITDA</b>	\$ 10,387,035	\$ 6,950,484	\$ 3,436,551				
\$ (51,145)	\$ (75,000)	\$ 23,855	Capex	\$ (499,364)	\$ (825,000)	\$ 325,636				
\$ 768,672	\$ (132,476)	\$ 901,148	<b>FCF</b>	\$ 9,887,671	\$ 6,325,484	\$ 3,562,187				

### 2-5.4.1 (c) Resource Availability

McClure Company's Resource Availability is calculated as follows:

- 3-year average: \$104,000,000
- Current Committed Backlog: \$68,000,000

### 2-5.4.1 (d) Statement of Readiness and Commitment of Resources

Per the RFP Project Schedule, McClure Company confirms the persons identified in this RFQ are available and will be committed to the Project for the time periods referenced in the RFQ Project Schedule, and that the Resource Availability reported above will be committed to the Project, as referenced in the RFQ Project Schedule and Work Plan.

### 2-5.4.1 (e) Notification of Default and Debarment

McClure Company certifies that it has no contract default or debarment within the last 5 years.

## **2-5.4.2 Design-Consultant Qualification Forms**

McClure has not partnered with any third-party design consultants for this project at this time, and intends to perform all engineering design services with our in-house staff. We have substantial in-house engineering design capability and expertise that we will bring to the DCNR GESA project. This ability enables McClure Company to more cost-effectively address engineering design requirements when compared to other ESCOs. Unlike competitors, we do NOT need to out-source these services to third-party firms, which requires the ESCO to then apply their added Overhead and Mark-Ups fees to the 3rd party design costs. Our approach towards design engineering results in significant cost-savings benefits for our clients, enabling us to address more capital improvements for DCNR.

Our team of local, in-house P.E.'s and LEED certified engineers will further develop ECM designs in accordance to the PA DGS GESA Project Design Manual. In addition, McClure design engineers are an integral part of our dedicated project team, and will remain involved throughout Development, Construction, and Post-Construction phases of the project. This results in our ability to streamline the provision of services to the Commonwealth, deliver a higher standard of quality into each ECM, and further ensure the success of this GESA project serving DCNR.

### **2-5.4.2 (a) Firm's Experience on GESA Projects**

Since the PA Guaranteed Energy Savings Act (GESA) originally passed as legislation, McClure Company has over 20 years' worth of GESA experience developing and implementing solutions serving governmental, public school district, higher education, and healthcare type clients throughout the Commonwealth. To date, we have successfully built over 200 PA GESA solutions in accordance to the legislation, many of which were completed under the PA DGS GESA program. Some sample case studies demonstrating our PA GESA experience are presented under this section, and include, as specified by the RFQ: date(s), location, owner, owner contact, project amount, description, status of project and if each project was completed as originally schedule. In addition, a comprehensive listing of our PA GESA project experience is also featured on the following page. Note, all but one of these listed projects serve Pennsylvania clients, and are not project completed from outside the Commonwealth under an alternate legislation or energy program.

## Demonstrated Experience: McClure Company's PA GESA Projects (*Partial Listing*)

Adams County Government	Forest City Regional School District	Panther Valley School District
Allegheny-Clarion School District	Fox Chase Cancer Center	PA State Education Association (PSEA)
Annville-Cleona School District	Geisinger Health System	Penns Manor Area School District
Athens Area School District	Good Shepherd Rehab Center	Pennsylvania State University
Bald Eagle Area School District	Gnauden Huetten	Philipsburg-Osceola Area School District
Beaver County	Greencastle-Antrim School District	Pinnacle Health Systems
Bedford County	Greenwood School District	Pine Grove Area School District
Bellefonte Area School District	Halifax Area School District	Quaker Valley School District
Benton Area School District	Hamilton Health	Ringgold School District
Bethany Towers	Harrisburg School District	Riverside School District
Bishop Hafey High School	Hazleton Area School District	St. Joseph's University
Bloomsburg Area School District	Hershey Medical Center	Sacred Heart Hospital
Bloomsburg Hospital	Jim Thorpe School District	Salisbury Township School District
Bryn Mawr College	Juniata County Government	Schuylkill County Government
Cameron County School District	Juniata County School District	Selinsgrove Area School District
Camp Hill School District	Kane Area School District	Smethport Area School District
Carbon County Area Vocational Technical School	King's College	South Eastern School District
Carlisle Water Pollution Control Facility	Kutztown Area School District	South Middleton School District
Central Columbia School District	Lackawanna County Government	Southern Columbia Area School District
Central PA Institute of Science and Technology	Lackawanna Trail School District	Southern Tioga School District
Central York School District	Lakeland School District	Steelton Highspire School District
Chichester School District	School District of Lancaster	Sunbury Hospital
City of Allentown	Lehigh Area School District	Susquehanna Township School District
City of Bethlehem	Linden Hall School for Girls	Tamaqua Area School District
City of Bethlehem Ice Rink	Lebanon Valley College	Tri-Valley School District
City of Harrisburg	Luzerne County	Tunkhannock School District
City of Lock Haven	Lycoming College	Tuscarora School District
Clearfield Area School District	Lycoming Career and Technology Center	Troy Area School District
Clearfield County Career and Technology Center	Meadville Area Recreational Facility	Upper Dauphin Area School District
Columbia-Montour AVTS	Mifflin County School District	United School District
Commonwealth of PA, DPW, Selinsgrove Center	Mifflin-Juniata Career & Technology Center	U.S. Naval Support Station, Mechanicsburg, PA
Commonwealth of PA, DPW, White Haven Center	Millersburg Area School District	U.S. Boiler
Conewago Valley School District	Millville Area School District	Wallenpaupack Area School District
Danville Area School District	Minersville Area School District	Waynesboro Area School District
Delaware Valley College	Moon Area School District	Weatherly Area School District
Delaware County Intermediate Unit	Mount Carmel Area School District	West Branch Area School District
Derry Township School District	Northampton County	West Perry School District
Eastern Lebanon County School District	Northern Lehigh School District	West Shore School District
East Lycoming School District	Northern Potter School District	Williamsport Area School District
Elizabethtown Area School District	Northern York County School District	Williams Valley School District
Forest Area School District	Northumberland County AVTS	York County Government
	Northwest Area School District	
	Northwestern Lehigh School District	
	Old Forge School District	

# Selinsgrove Center

Selinsgrove, PA  
 PA Department of Human Services (DHS)



**Primary ECMs:**

- Campus Wide Lighting Upgrades
- Campus Wide Steam Trap Replacement
- Building Automation System Replacement
- Gas Fired Steam Boiler Installation
- Steam Turbine Installation
- 315,000 SF Roof Replacement
- 1300 Ton Cooling System Installation
- Coal Boiler Automatic Controls
- (2) 1 Megawatt Emergency Generators Installed
- Solar Thermal Pool Heating System & Automatic Pool Cover

**Annual Savings: \$1,096,545**

<b>Project Owner Name and Location</b>	Selinsgrove Center 1000 Route 522 Selinsgrove, PA 17870
<b>Contract Type</b>	GESA
<b>Project Size</b>	979,416 Square Feet
<b>Project Cost</b>	\$11,903,563 Phase I - \$6,000,000 Phase II in development
<b>Date Started</b>	June 1, 2010
<b>Date Completed</b>	June 31, 2011
<b>Contract Start &amp; End Dates</b>	June 1, 2011 to June 1, 2026
<b>Annual Operational Savings, Type</b>	\$373,891, Equipment and Maintenance Savings
<b>Method of Savings, M&amp;V</b>	IPMVP Option A, & B
<b>Project References</b>	Mr. John Dubaich, PE Telephone Number: (717) 772-2087
<b>ESCO Project Team</b>	Shayne Homan, PE, CEM – Account Manager Matthew Tressler, PE, CEM – Senior Engineer Alyssa Wingenfield, PE, LEED AP – Engineering Bill Smith – Measurement and Verification Dean Badorf – Construction Management





# White Haven State Center

White Haven, PA

PA Department of Human Services (DHS)



**Primary ECMs:**

- Campus Wide Lighting Upgrades
- Campus Wide Steam Trap Replacement
- Campus Wide Underground Steam Line Replacement
- Building Automation System Installation
- Coal Boiler Automatic Controls
- New Building Construction for Summer Coal Boiler
- Solar Thermal Pool Heating System
- Insulation Upgrades
- Variable Speed Pumps and Fans

**Annual Savings: \$660,909**

<b>Project Owner Name and Location</b>	White Haven Center 827 Oley Valley Road White Haven, PA 18661
<b>Contract Type</b>	GESA
<b>Project Cost</b>	\$8,494,911
<b>Date Started</b>	July 2010
<b>Date Completed</b>	July 2012
<b>Contract Start &amp; End Dates</b>	July 2011 – July 2026
<b>Annual Operational Savings, Type</b>	\$122,945, Equipment and Maintenance Savings
<b>Method of Savings, M&amp;V</b>	IPMVP Option A & B
<b>Project References</b>	Mr. John Dubaich, PE, Electrical Engineer PA Department of Public Welfare (717) 772-2087 jdubaich@pa.gov
<b>ESCO Project Team</b>	Shayne Homan, PE, CEM – Account Manager, project development Matt Tressler, PE – Engineer Dean Badorf – construction management Bill Smith – measurement and verification



# Lackawanna County

## Scranton, PA



**Primary ECMs:**

County Wide Lighting Upgrades

County Wide Building Envelope Upgrades

Prison Combine Heat and Power / Emergency Generator

Prison Kitchen Hood Controls / Refrigeration Upgrade

Prison Plumbing Upgrades

Prison Steam and Hot Water Conversion

Prison Cell Cable / Power & Other Upgrades

Courthouse Re-Commission

**Annual Savings: \$705,070**

<b>Project Owner Name and Location</b>	Lackawanna County 200 Adams Avenue Scranton, PA 18503
<b>Contract Type</b>	GESA
<b>Project Size</b>	328,149 Square Feet
<b>Project Cost</b>	\$7,476,933
<b>Date Started</b>	July 2014
<b>Date Completed</b>	December 2014
<b>Contract Start &amp; End Dates</b>	July 2014 – July 2033
<b>Annual Operational Savings, Type</b>	\$403,555, Equipment and Maintenance Savings
<b>Method of Savings, M&amp;V</b>	IPMVP Option A, B & C
<b>Project References</b>	Tom Durkin Chief Financial Officer durkint@lackawannacounty.org
<b>ESCO Project Team</b>	Shayne Homan, PE, CEM – Director of Energy Services Michael Grochalski, CEM, Energy Engineer Dean Badorf – Construction Management Bill Smith – Measurement and Verification



# Northampton County

## Easton, PA



**Primary ECMs:**

- County Wide Lighting
- Steam Trap Upgrade
- RTU Replacements
- Boiler Replacements
- Prison BAS
- Window Replacements
- Plumbing Upgrades
- Chiller Replacements
- Roof Replacement
- Electrical Upgrade
- HVAC System Upgrade
- Sewer Line Installation

**Annual Savings: \$1,625,000**

<b>Project Owner Name and Location</b>	Northampton County 669 Washington Street Easton, PA 18042
<b>Contract Type</b>	GESA
<b>Project Size</b>	328,149 Square Feet
<b>Project Cost</b>	\$19,089,413
<b>Date Started</b>	June 1, 2010
<b>Date Completed</b>	October 31, 2012
<b>Contract Start &amp; End Dates</b>	February 25, 2011 to June 1, 2026
<b>Annual Operational Savings, Type</b>	\$81,866, Equipment and Maintenance Savings
<b>Method of Savings, M&amp;V</b>	IPMVP Option A, & C
<b>Project References</b>	Mr. Scott Parsons, Deputy Directory Telephone Number: (610) 829-6396 Sparsons@northamptoncounty.org
<b>ESCO Project Team</b>	Shayne Homan, PE, CEM – Director of Energy Services Matthew Tressler, PE, CEM – Senior Engineer Brian Moore, LEED GA – Engineering John Gunning, PE, LEED GA – Engineering Chris Stultz, E.I.T., CEM – Energy Engineer Bill Smith – Measurement and Verification Dave Morsberger – Construction Management



### 2-5.4.2 (b) Individual Qualifications (4-person limit)

McClure Company implements approximately \$100 million in design-build energy focused projects within Pennsylvania each year. Our in-house Professional Engineering expertise and staff enable McClure to self-perform engineering design services relating to mechanical, electrical, plumbing, HVAC, and renewable energy technologies. This results in greater quality control throughout the entire GESA process, and a significant cost-savings benefit to our clients as we avoid applying additional mark-ups to third-party engineering costs. As specified, presented below are the individual qualifications of four members from McClure Company’s Engineering Design team assigned to the DCNR GESA Project. Brian Moore (Engineering Manager) will lead this team throughout the entire GESA process with additional support from McClure’s Design Engineering Group if ever needed.

## Brian Moore, LEED GA

*Engineering Manager*

Project Responsibilities		Time with Firm: 6 years / PA GESA Experience: 6 Years		
Brian is responsible for the day-to-day management of our engineering efforts and will lead McClure’s design engineering team from initial project development through construction. He will oversee the engineering design for all ECMs requiring such services, conduct design reviews, coordinate the Commonwealth as part of its review process, prepare submittals, and produce as-built drawings of all ECMs implemented under this GESA project.				
Educational Background				
Mechanical Design Technology Degree, Thompson Institute				
Recent Projects				
Project	Type	Year	Cost	Role
Luzerne County, Wilkes-Barre, PA	Government	2018	\$4.2 M	Senior Engineer
Bedford County, Bedford, PA	Government	2015	\$1.7 M	Design Engineer
Northern Lehigh SD, Slatington, PA	Education	2018	\$10.7 M	Engineering Manager
Mifflin County SD, Lewistown, PA	Education	2018	\$8.8 M	Engineering Manager
Conewago Valley SD, New Oxford, PA	Education	2018	\$12.9 M	Engineering Manager
Delaware County IU, Aston, PA	Commercial	2017-18	\$17.8 M	Design Engineer

## John Gunning, P.E., LEED GA

*Mechanical Engineer*

Project Responsibilities		Time with Firm: 14 years / PA GESA Experience: 14 Years		
John is a key member of McClure’s Mechanical/Electrical/Plumbing (MEP) design engineering team responsible for engineering development and design. John has 14 years of engineering, design, and construction experience. He reports to Brian Moore and is responsible for various engineering, design and coordination tasks for successful project completion, which include field verification, engineering tasks, cooling / heating load calculations and piping and ductwork design.				
Educational or Technical Training				
Bachelor of Science in Engineering, Mechanical Engineering, Messiah College				
Experience with GESA and LEED Accredited Projects (all LEED projects are designated by an asterisk*)				
Project	Type	Year	Cost	Role
Luzerne County, Wilkes Barre, PA	Government	2018	\$4.2 M	Mechanical Engineer
Lackawanna County, Scranton, PA	Government	2015	\$7.9 M	Mechanical Engineer
West Perry SD, Shermans Dale, PA	Education	2018	\$8.5 M	Mechanical Engineer
Selinsgrove Area SD, Selinsgrove, PA	Education	2018	\$5.9 M	Mechanical Engineer
Bloomsburg Area SD, Bloomsburg, PA	Education	2018	\$6.5 M	Mechanical Engineer
Conewago Valley SD, New Oxford, PA	Education	2018	\$12.9 M	Mechanical Engineer
West Shore SD, Redland, PA	Education	2016-18	\$11.4 M	Mechanical Engineer
Elizabethtown Area SD, Elizabethtown, PA	Education	2017	\$3.7 M	Mechanical Engineer
Forest Area SD, Marienville, PA	Education	2017	\$3.9 M	Mechanical Engineer
Greencastle-Antrim SD, Chambersburg, PA	Education	2015-17	\$16.7 M	Mechanical Engineer

## Christopher Stultz, P.E., CEM

*Senior Energy Engineer*

Project Responsibilities		Time with Firm: 10 years / PA GESA Experience: 10 Years		
Chris is a key member of McClure’s design engineering team responsible for performing investment grade facility audits; identifying and qualifying Energy Conservation Measures (ECMs) that require MEP design engineering service. He will benchmark ECMs and develop a preliminary design that progress to buildable construction projects with budgetary savings, costs, and technical scopes of work.				
Educational or Technical Training				
Master of Architectural Engineering, Architectural Engineering, The Pennsylvania State University Bachelor of Architectural Engineering, Architectural Engineering, The Pennsylvania State University				
Experience with GESA and LEED Accredited Projects (all LEED projects are designated by an asterisk*)				
Project	Type	Year	Cost	Role
Luzerne County, Wilkes-Barre, PA	Government	2018	\$4.2 M	Senior Engineer
Schuylkill County, Pottstown, PA	Government	2015-16	\$900K	Senior Engineer
Bedford County, Bedford, PA	Government	2015	\$1.7 M	Senior Engineer
Lackawanna County, Scranton, PA	Government	2015	\$7.9 M	Senior Engineer
Kutztown Area SD, Kutztown, PA	Education	2018	\$4.2 M	Senior Engineer
West Perry SD, Shermans Dale, PA	Education	2018	\$8.5 M	Senior Engineer
Mifflin County SD, Lewistown, PA	Education	2018	\$8.8 M	Senior Engineer
Northern Lehigh SD, Slatington, PA	Education	2018	\$10.7 M	Senior Engineer
West Shore SD, Redland, PA	Education	2016-18	\$11.4 M	Senior Engineer
Delaware County IU, Aston, PA	Commercial	2017-18	\$17.8 M	Senior Engineer

## Doug Boswell, PE, LEED AP

*Project Engineer*

Job Responsibilities		Time with Firm: 3 years / PA GESA Experience: 3 Years		
Doug has been with McClure Company and working in the PA GESA industry for 3 years. He is a key member of McClure’s design engineering team responsible for overseeing all engineering tasks, including load calculations, equipment procurement, and HVAC / Plumbing design. He works with the client and the energy services team to provide mechanical solutions to building systems.				
Educational Background				
Master of Architectural Engineering, Architectural Engineering, The Pennsylvania State University Bachelor of Architectural Engineering, Architectural Engineering, The Pennsylvania State University				
Recent Projects				
Project	Type	Year	Cost	Role
Juniata County, Mifflintown, PA	Government	2105	\$350K	Project Engineer
Smethport Area SD, Smethport, PA	Education	2018	\$6 M	Project Engineer
Allegheny-Clarion SD, Foxburg, PA	Education	2018	\$5.3 M	Project Engineer
Kane Area SD, Kane, PA	Education	2018	\$6.6 M	Project Engineer
Millersburg Area SD, Millersburg, PA	Education	2018	\$724K	Project Engineer
Riverside SD, Taylor, PA	Education	2018	\$2.9 M	Project Engineer
Athens Area SD, Athens, PA	Education	2017	\$8.3 M	Project Engineer

### 2-5.4.2 (c) Firm’s Statement of Readiness and Commitment of Resources per the RFQ Project Schedule

McClure Company re-confirms that our design engineering staff identified within this RFQ response are available and will be committed to the Project for the time period(s) as described in the RFQ Project Schedule.

### 2-5.4.2 (d) Entity’s Notification of Default or Debarment

McClure Company certifies that it has no contract default or debarment within the last 5 years.

### 2-5.4.3 Construction – Key Subcontractor Qualification Forms

At this time, McClure Company has identified the following subcontract partners to collaboratively work with McClure throughout each phase of the DCNR GESA project. Note, 15 of 23 considered measures for this response will be largely executed by Small Diverse Business (SDBs) and Small Business (SBs) partners that are currently verified under the PA DGS Bureau of Diversity, Inclusion & Small Business Opportunities (BDISBO). Our vetted subcontract partners are:

Firm	Small Diverse Business (SDB)	Small Business (SB)	Trade Work
Global Energy Serv. (GES)	✓		Lighting/Water Conservation / Plumbing/Building Envelope
Huckestein Mechanical Services	✓	✓	Mechanical / HVAC, Fuel Conversion, Pipe Repair/Excavations
NRG Controls		✓	Building Automation, Controls
Home Energy Solutions - Zero Draft Central PA	✓	✓	Building Envelope
Millville Plumbing Heating Solar	✓	✓	Solar PV / Solar Thermal

These firms were selected by McClure Company due to their work experience on other GESA projects, resource commitment capability, commitment to achieve project milestones and schedule, proximity to DCNR locations, classification as a PA DGS verified SDB/SB firm, capability to professionally work within public facilities and adhere to the project’s Safety Plan, preliminary pricing received in preparing this submission, bonding and insurance capacity, and the history and quality of previous work performance.

As previously discussed under **Section 2-5.1: Project Management Team Overview – Subcontractor Selection**, if desired by DGS and DCNR, McClure can, during the IGA phase of the project, competitively bid scopes-of-work associated with each Energy Conservation Measure (ECM) to our listed subcontract partners and any additional BDISBO verified SDB and SB firms identified within our Organizational Chart in each respective trade. This competitive vetting approach for all installation labor, material and technology typically results in lower overall project costs, or “Bid Savings”, for our clients as each subcontractor competes for each project. At the discretion of the Commonwealth, any Bid Savings realized during the IGA phase will be: 1) applied back into the GESA project where McClure Company can address additional scope for DCNR, or 2) accrue back to the Commonwealth as positive cashflow under “Net Annual Benefit” of the project’s financial pro forma, thus improving the project’s overall economic benefits.

McClure Company remains flexible regarding the selection of subcontract partners. Our open approach towards subcontractor selections maximizes participation opportunities for all verified Small Diverse Businesses or Small Businesses and mobilizes a diverse workforce on all of our GESA projects. In addition, it warrants that the level of commitment McClure Company makes to SDB & SB participation will be achieved, and that all project costs are properly vetted through a competitive process, thus ensuring best overall value for the Commonwealth and its taxpayers. We value the Commonwealth’s feedback regarding our current pool of identified subcontract partners, including SDB and SB firms. Any additional verified firms that could be identified would supplement our current listing and be included in our competitive vetting process.

As specified, please find presented under this section GESA experience, qualifications, statement of readiness and commitment of resources, workman’s compensation rating, and notification of default or debarment for each key subcontract partner identified at this time.

## Global Energy Services

Global Energy Services is a national full service turn-key energy saving company that specializes in Lighting Retrofits, Controls & Design, Water Conservation and Building Envelope. Global Energy Services is a seasoned industry leader with over 100 years' combined experience and expertise within our auditing/engineering staff and over 60 installers working in the field. We are currently serving customers throughout North America. We have experience dealing with Fortune 500 companies, Federal & Local Government Agencies, Healthcare facilities, schools, Universities, Municipalities and Correctional Institutions.

The following is a list of projects that Global Energy Services has implemented for GESA and Performance Contract:

Project Name	Owner/Performance Contract/Yrs	Owner Contact	State	Project totals
PA State Parks	Energy Systems Group / 2018		PA	\$1,486,922
<b>Description of Work: 24 Parks plus Exterior:</b> This project is a Performance Contract – This was a complete LED lighting retrofit and/or new fixture replacement in conjunction with the Building Envelope and Water Conservation improvements throughout 24 different parks (interior and exterior lighting). Project is currently being installed now.				
Conewago School District	McClure / 2018		PA	\$557,274
<b>Description of Work: 5 Schools:</b> This project is a Performance Contract – This was a complete LED lighting retrofit and/or new fixture replacement & occupancy controls throughout 5 Schools, including Elementary, Middle and High (interior and exterior lighting). Project was complete in 2018, except for the installation of new poles and area lights being completed in 2019.				
Mifflin School District	McClure / 2018		PA	\$924,392
<b>Description of Work: 10 Schools:</b> This project is a Performance Contract – This was a complete LED lighting retrofit and/or new fixture replacement & occupancy controls throughout 9 Schools and an Administrative Building, including Elementary, Middle and High (interior and exterior lighting). Project was completed in 2018.				
Greensville Correctional	Johnson Controls / 2018		VA	\$481,354
<b>Description of Work:</b> This project is a Performance Contract – The project consists of LED lighting retrofits and new fixtures throughout the exterior of the prison.				
Cumberland County Prisons	Noresco / 2018		MD	\$3,759,512
<b>Description of Work:</b> This project is a Performance Contract – The project consists of lighting controls, and LED lighting retrofit and New Fixtures for the interior and exterior lighting for multiple locations across the state. Project beginning in December 2018.				

**Statement of Readiness:**

GES is completely ready to commit the services required for this unique project. GES has over 70 employees including installers, engineering and project management. We have the capacity and ability to complete the IGA audit, design and installation process needed to complete this project efficiently from start to finish on the following ECM's: Lighting.

**Global Energy Services Statement of Diversity:**

**Global Energy Service, LLC Equality & Diversity Statement**

The purpose of this policy is to provide diversity and equality to all in employment, irrespective of their gender, race, ethnic origin, disability, age, nationality, national origin, sexuality, religion or belief, marital status and social class. We oppose all forms of unlawful and unfair discrimination.

All employees, whether part time, full time or temporary, will be treated fairly and equally and with respect.

Selection for employment, promotion, training or any other benefit will be on the basis of aptitude and ability.

All employees will be helped and encouraged to develop their full potential and the talents and resources of the workforce will be fully utilized to maximize the efficiency of the organization.

**Global Energy Services Experience Modification Rating:**

2015-2016 EMR: .85

2016-2017 EMR: .73

2017-2018 EMR: .67

(Attached PDF Insurance Doc's provided)

**Global Energy Services Notification of Default / Debarment:**

None / Not applicable



### Global Energy Services Key Employees

- Frank Buchanan - Vice President, Building Envelope Division
  - Employed by Global Energy Services for the past 6 years
  - Responsibilities: Supervision of the Audit & Design Phase for the Building Envelope Division.
  - Frank spent 4 years in Electrical Engineering and 8 years as an Operations Manager in the Defense and Aerospace Industry.
  - Degree in Information Technology and Electronics
  - Member of the Association of Energy Engineers (AEE)
  - Member of the National Association of Energy Service Companies (NAESCO) and Illuminating Engineering Society (IES)
  
- Matthew Saboy – Vice President of Engineering
  - Responsibilities: Supervision of the auditing and design/engineering phase for the Lighting Division.
  - Over 13 years of experience in the auditing, design and implementation of over \$100 million in energy efficient lighting projects. (Employed by Global Energy Services for the past 12 years)
  - Recognized by the Environmental Protection Agency as a: Surveyor Ally
  - Audited, Designed the Lighting portion of GESA – SCI Dallas Project
  - Member of AEE - Association of Energy Engineers & currently studying for CLEP & LC certification exams.
  - Member of NAESCO – National Association of Energy Service Companies.
  - Manufactures Design Training Certification: Lutron, Sensor Switch, GE, Sylvania, Phillips, Acuity and Cooper Lighting
  
- Roy Marshall – Vice President, Master Plumber
  - Responsibilities: Supervision of the audit / design / installation in the Water Division (construction) phase including but not limited to labor, safety, quality control, scheduling, logistics, and material/equipment procurement.
  - Over 20 years of experience in the plumbing/mechanical industry auditing, designing and installing water efficiency ECM's (Employed by Global Energy Services for the past 5 years)
  - Consulted and helped on the installation of Mock-ups on the Water portion of the GESA – SCI Dallas
  - Association of Energy Engineers: Certified Water Efficiency Professional
  
- Pat McKenzie – Vice President of Operations
  - Responsibilities: Supervision of the installation (construction) phase including but not limited to labor, safety, quality control, scheduling, logistics, and material/equipment procurement.
  - Over 25 years of experience in the electrical/lighting industry. (Employed by Global Energy Services for the past 7 years)
  - Project managed over \$100 million in electrical/lighting projects.
  - Over 60 full time project managers, project coordinators and installers directly under his management.
  - Licensed journeyman for over 20 years

**NOTICE OF SMALL BUSINESS SELF-CERTIFICATION  
AND SMALL DIVERSE BUSINESS VERIFICATION**



The Department is pleased to announce that  
**GLOBAL ENERGY SERVICES LLC**

has successfully completed the Pennsylvania Department of General Services' process for self-certification as a small business under the Commonwealth's Small Business Contracting Program, and is verified as a Small Diverse Business with the following designation(s):

**BUSINESS TYPE(s): Construction Contractor, Procurement Services**

**CERTIFICATION NUMBER: 348437-2013-01-SB-W**

**CERTIFICATION TYPE: Woman Business Enterprise**

**ISSUE DATE: 01/14/2013**

**EXPIRATION DATE: 10/31/2020**

**RECERTIFIED DATE: 10/12/2018**



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Kerry L. Kirkland, Deputy Secretary  
Diversity, Inclusion, and Small Business Opportunities

## Huckestein

### 1. Experience on GESA Projects

Date(s)	Location	Owner and Contact	Contractor/ESCO and Contact	Project Amount
2018	PA Capitol Complex 501 N 3 <sup>rd</sup> Street Harrisburg, PA 17120	PA Department of General Services  Douglas G. Hatcher 717-787-4762 dhatcher@pa.gov	The Efficiency Network 1505 Reedsdale Street #401 Pittsburgh, PA 15233  Dave Clark 412-327-3574 Dave.clark@tensaves.com	\$8,000,000+
<b>Description</b>				
Four energy conservation measures including: <ol style="list-style-type: none"> <li>1. Chiller plant upgrade - Replacing two existing chillers with three SMARTD chillers in the Soldiers Grove chiller plant</li> <li>2. Heating loop decentralization – removing hot water piping and equipment in the chiller plant and redistributing the hot water heat exchangers to outlying buildings on the campus</li> <li>3. Central plant pumping upgrades – upgrading motors and adding VFDs to the chilled water and condenser water pumps in the central chiller plant</li> <li>4. Chilled water coil replacement in the Health and Welfare Building - changing out to higher performance freeze-proof coils and adding high performance flow control valves in 4 air handling units</li> </ol>				
Date(s)	Location	Owner and Contact	Contractor/ESCO and Contact	Project Amount
2018	Allegheny-Clarion School District 776 PA-58 Foxburg, PA 16036	Allegheny-Clarion School District	McClure Company 2591 Wexford Bayne Rd Suite 205 Sewickley, PA 15143  Nick Minotti 717-525-0932 nickminotti@mcclureco.com	\$810,490
<b>Description</b>				
Complete installation, including labor and material, for six energy conservation measures at the Allegheny Clarion Valley School District High School and Elementary School, including: <ol style="list-style-type: none"> <li>1. Replacement of four DX, cooling-only rooftop units at the ES</li> <li>2. Installation of wall-mounted, ductless AC unit with condensing unit on roof at the HS</li> <li>3. Replace all heating-only unit ventilators at the HS</li> <li>4. Replace the HS boiler</li> <li>5. Replace ES plumbing piping</li> <li>6. Replace HS Hobart dish machine</li> </ol>				
Date(s)	Location	Owner and Contact	Contractor/ESCO and Contact	Project Amount
2018	Quaker Valley School District 100 Leetsdale Industrial Drive, Suite B Leetsdale, PA 15056	Quaker Valley School District	McClure Company 2591 Wexford Bayne Rd Suite 205 Sewickley, PA 15143  Nick Minotti 717-525-0932 nickminotti@mcclureco.com	\$125,000
<b>Description</b>				
As part of a multi-million dollar ESCO project, Huckestein was contracted to replace the existing water-cooled centrifugal chiller in the elementary school with a new air-cooled screw chiller.				
Date(s)	Location	Owner and Contact	Contractor/ESCO and Contact	Project Amount
2016	Keystone Oaks School District 1000 Kelton Ave Pittsburgh, PA 15216	Keystone Oaks School District  John Lyon 412-571-6231 lyon@kosd.org	Schneider Electric 4431 N Front Street Harrisburg, PA 17110  Dave Kramer 412-680-5743 david.kramer@schneider- electric.com	\$680,000

Date(s)	Location	Owner and Contact	Contractor/ESCO and Contact	Project Amount
2016	Lawrence County Housing Authority (LCHA)	Lawrence County Housing Authority	The Efficiency Network 1505 Reedsdale Street #401 Pittsburgh, PA 15233  Bobby Hall 412-429-8888 bobby.hall@tensaves.com	\$991,713.43
<b>Description</b>				
Turnkey replace mechanical systems at (6) facilities: Skyview Towers (mechanical - boilers) Lawrence Manor (mechanical - boilers) McGrath Manor (mechanical - boilers) Crescent Place (mechanical - boilers) Harbor Heights (furnace replacements) Lincoln Terrace (furnace replacements)  Huckestein Mechanical Services, Inc. (HMS) provided a Design Build Engineering Solution to replace the 30-year-old Heating Hot Water and Domestic Hot Water Systems throughout the County Housing Authority with the latest Hot Water Boiler and Automated Control technology. HMS also designed a furnace upgrade from the existing 70% eff. Atmospheric Type Gas Furnaces to 95% eff. Condensing Type Gas Furnaces with several challenges to solve the new Furnace Type O/A Intake / Combustion Venting and condensate removal system. In order to support the existing maintenance staff at LCHA HMS offered a modified Preventative Maintenance Program (PM) to accomplish semi-annual Technical Equipment Inspections with the manufacturers recommended PM for the Hot Water Boiler and existing Chillers. By working with the LCHA staff, we have made an investment for a long-term relationship to maintain the equipment at peak efficiency to ensure that the savings model through the Annual Measurement and Verification process would be met or exceeded thus insuring our ESCO Partners Financial Savings Plan commitment to the Lawrence County Housing Authority (LCHA).				

2. Statement of Readiness and Commitment of Resources per the Project Master Schedule.

Huckestein’s Team consists of a full-time staff of experienced and qualified Project Management, Consultant and Administrative personnel who provide cross-functional skills and capabilities to perform all requirements of the RFQ. The four persons identified in (2) (a), as well as a highly-skilled team of field personnel, are available and committed to the Project for the time period referenced in the RFQ Project Schedule.

3. Workman’s Compensation Experience Modification Rating for the calendar years 2015, 2016, and 2017.

Year	Modification Factor
09/29/2017	0.723
09/29/2016	0.721
09/29/2015	0.745
05/18/2015	0.745

4. Notification of Default or Debarment.

Huckestein Mechanical Services, Inc. has not been notified of any default or debarment.

5. Copies of SDB/DBE certificate.

Primary Contact Person:

Wendy P. Staso  
 1505 Metropolitan Street  
 Pittsburgh, PA 15233  
 412-678-5900

wstaso@huckestein.com

## 6. Project Manager Qualifications

### **Timothy M. Roos**

110 Walcott Drive  
Gibsonia, PA 15044  
412-303-5815

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#### **WORK EXPERIENCE**

##### **HUCKESTEIN MECHANICAL SERVICES, INC.** *Vice President of Construction & Design Build, May 2015 - Present*

- Partner with Executive Leadership and Finance to develop performance metrics and goals aligned with our strategic and operational excellence initiatives, then ensure that our systems drive to meet or exceed those outcomes.
- Performs best practices both inside and outside of the industry to develop, implement and maintain systems, programs and processes that ensure Huckestein's performance continues as a best-in-class operation.
- Coordinates pre-construction planning with design team and contractors, creates projected budgets, reviews and approves the phasing and construction plan developed by the owner/contractor.
- Installations for project scopes of work ranging from (\$1) million to (\$10) million from design phase through completion.
- Provides project development and estimating to achieve a turnkey solution for the client's project requirements.
- Assists the engineering group in the level of design requirements for estimating and completion of drawing for construction.
- Develops positive relationships with staff, suppliers and clients while exhibiting company core values, and communicates effectively with all levels from senior management to field trades and demonstrates a high sense of integrity.
- Works with architects, building officials, landlords and contractors for permit approvals on construction projects as required.
- Coordinates construction with sub-contractors to insure compliance with plans and codes.

##### **H.E. NEUMANN COMPANY** *General Manager – Pittsburgh Branch, 2007-May 2015*

- Hired in 2007 to start the Pittsburgh Branch for H.E. Neumann Company, a large West Virginia based mechanical contractor.
- Acted as lead design-build salesman for the company, growing the Pittsburgh branch from inception to over \$10 million in sales.
- Managed day to day operations by directing and coordinating activities consistent with established goals, objectives, and policies while successfully managing over 30 employees.
- Managed Estimating to include reading/reviewing bid documents, specifications and plans and subcontractor quotes when bidding jobs to ensure accuracy in the estimate/bid process.
- Visited job sites on a regular basis to assist with or resolve construction issues.

##### **HUCKENSTEIN MECHANICAL SERVICES, INC.** *Vice President of Operations, 2005-2007* *Project Manager, 2003-2005*

- Worked directly with ownership to successfully operate and improve the efficiencies of the business.
- Provided supervision, leadership and coordination of all departmental efforts while managing over 100 employees, including performing evaluations and performance reviews.
- Coordinated staff efforts as needed for each project throughout the life of a project.
- Performed all functions required to promote and finalize sales including completing estimates, writing proposals, reviewing contracts and directing meetings.
- Prepared budget projections and controlled costs within agreed upon limits.
- Maintain cordial relationships with all clients, vendors, subcontractors and the industry.

**ADDITIONAL  
WORK  
EXPERIENCE**

**LIMBACH COMPANY**

*Commissioning Manager for the Pittsburgh Branch  
Design Build and Plan Spec Projects, 1997 - 2003  
Employed to work directly for the Vice President of Design Build, 1993 - 1997*

**METROPOLITAN MECHANICAL SERVICES**

*Owner and operator of a cold start HVAC Mechanical Contracting Firm, 1989-1993*

**MCKAMISH CHESAPEAKE**

*Steamfitter, 1987-1989*

**BRYAN MECHANICAL**

*Steamfitter, 1984-1987*

**SAUER INCORPORATED**

*Steamfitter, 1979-1984  
Fabrication Shop Maintenance Supervisor, 1978-1979*

**EDUCATION**

**Community College of Allegheny County**  
HVAC Technologies – Graduated with High Honors **1979-1984**

**LICENSES**

City of Pittsburgh HVAC Construction

**CERTIFICATIONS**

Commissioning Projects Management  
Certification EPA Refrigerant License  
OSHA 10

**CLEARANCES**

PA Act 151 (Child Abuse History)  
PA Act 34 (Criminal Record)  
FBI (Fingerprint Search)

**JEFFREY J. GUTTMAN**

**44 Mayfair Drive Pittsburgh, PA 15228 412.302.9850 jeff.guttman@gmail.com**

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As a Project Manager, I oversee the design and construction of commercial and institutional building projects. Because I am responsible for both the technical and financial aspects of the projects, I work closely with the client to understand their objectives, timelines, and expectations. I also plan and coordinate with consulting engineers, owner's representatives, and contractors to ensure that the projects are delivered in a high-quality manner, on time and on budget.

My 30+ years of engineering/project management experience and solid track record ensure clients that their projects will be implemented smoothly, they will be kept involved throughout the process, and the end result will be a project that performs as anticipated.

**EXPERIENCE**

**Constellation NewEnergy**  
*Senior Project Manager*

**2009 – December 2016 (retired)**

- > Organize, facilitate, and execute all facets of multi-building comprehensive Guaranteed Energy Savings Projects, including retrofits, repairs, and new construction, ranging in value from \$400K up to \$28MM.

**Independent Consultant**

**2003 – 2009**

- > Providing project management and building automation system engineering expertise to design professionals, contractors, building owners, and real estate developers.

**VESTAR, Inc. / Rose Technology Group**  
*Project Manager*

**1996 – 2003**

- > Fully responsible for project delivery including budgets, schedules, detailed engineering, procurement, construction, commissioning, risk management, client relations, and capital management
- > Recruit, train, motivate, and professionally develop project team staff
- > Accountable for annual targets and performance objectives for branch sales, revenue, net income, return on capital, etc.

**Johnson Controls, Inc.**

**1985 – 1996**

*Performance Contracting Project Manager 1994 - 1996*

- > Reviewed project scope and prepared estimates, drafted subcontract agreements, coordinated schedules, managed subcontractors and consultants, and inspected field work
- > Fully accountable for project financial performance

*Engineering Manager 1993 – 1994*

- > Managed the daily activities of seven-person engineering team
- > Maintained technical labor costs for project at 11%, or 5% below national average
- > Key member of the management team that directed the day-to-day functions of the business

## JEFFREY J. GUTTMAN

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### *Engineering Team Leader 1990 – 1993*

- > Managed and tutored three other members of the department

### *Project Engineer 1985 – 1990*

- > Designed and managed automatic temperature control and facilities management system construction projects

### **John J. Kirlin, Inc. Mechanical Contractors 1983 – 1985**

#### *Project Engineer*

- > Managed a \$10 million HVAC and plumbing installation contract at a U.S. government research facility

### **Carnegie Mellon University 1981 – 1983**

#### *Project Engineer, Design & Construction Department*

- > Managed new construction and renovation projects

## EDUCATION

Bachelor of Fine Arts in Architecture  
*Carnegie Mellon University*  
1980

## SOFTWARE APPLICATION SKILLS

MS Project – Advanced user  
MS Word – Intermediate user  
MS Excel – Intermediate user  
MS PowerPoint – Intermediate user  
MS Visio – Entry level user  
Primavera P6 – Entry level user

## CLEARANCES

PA Act 151 (Child Abuse History)  
PA Act 34 (Criminal Record)  
FBI (Fingerprint Search)

## PROFESSIONAL DEVELOPMENT

Project Management Seminar; *Maines & Associates*

Negotiating to Yes Seminar and Counselor Salesperson  
Workshop; *Wilson Learning*

Effective Interviewing Workshop,  
Leader Development Workshop, and  
Continuous Quality Improvement Seminar;  
*Johnson Controls, Inc.*

OSHA 10 Hour & Hazcom Training; *A&L, Inc.*  
OSHA 10 Hour Construction Safety & Health; *Walaski*  
OSHA 30 Hour Construction; *360training.com*

Project Management Fast Track; *Boston University*  
*Corporate Education Center*



## TIMOTHY O'LEARY, CONSTRUCTION/PROJECT MANAGER/SUPERINTENDENT

### Relevant Experience

#### **Construction/Project Manager/Superintendent** *2016 - Present*

##### **Huckestein Mechanical Services, Inc.**

Develops proposals and estimates for small projects. Coordinates materials, labor, and logistics for projects. Monitors project progress and schedule efficiency. Maintains contact with owners and managers to ensure customer satisfaction. Implements safety procedures and enforces their compliance. Provides support to construction Field Technicians.

#### **Construction/Project Manager/Superintendent** *2008 - 2016*

##### **H.E. Neumann Company**

Estimated small projects and service repair work. Procured materials and selected manpower for projects. Supervised projects and ensured their deadlines were met. Monitored safety policy obedience. Provided support for Field Technicians.

#### **Service Technician**

*1994 - 2008*

##### **Huckestein Mechanical Services, Inc.**

Worked directly with ownership to successfully operate and improve the efficiencies of the business. Managed over 100 employees, performing evaluations and performance reviews.

#### **Apprentice**

*1994 - 1998*

##### **Steamfitters Union Local 449**

DESCRIPTION

### Education

Community College of Allegheny County '84

Jarrod J.E. Bair  
160 Wetzel Rd  
Cabot, PA 16023  
724-487-9439  
jay010385@gmail.com

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## PROFESSIONAL EXPERIENCE

### **Huckestein Mechanical Services, Inc. 2016 – Present Pittsburgh, PA**

Participates as a team member in the technical development of schematic, design development, construction documents, specifications and construction administration for institutional and commercial building projects. Prepares calculations and well-coordinated, technically sound construction documents that are cost effective, efficient and constructible. Communicates and coordinates with architects, owners, other engineering disciplines, vendors, building officials, other consultants, etc. throughout the design phases of the building project. Performs engineering calculations including energy, HVAC load, building energy modeling, etc.

### **Burt Hill/Stantec 2005-2016 Butler, PA**

Drafter/Designer of Mechanical Systems (HVAC, Plumbing and Fire Protection) for Health Care projects and other associated commercial/educational facilities. Select and create schedules for HVAC and Plumbing equipment. Edit master specifications for individual projects. Check shop drawings for compliance with specifications. Answer contractor RFI's. Perform pre-construction surveys and final construction checks and produce punch list information for contractors and owners. Edit as-build drawings for contractor and owners.

## PROFESSIONAL ENGINEERING SOFTWARE EXPERIENCE

AutoCAD      Microstation      Excel      Revit

## EDUCATION

Pittsburgh Technical Institute, 2003-2005  
Associate in Science  
Major: Drafting  
Graduated: July 2005

Knoch Jr/Sr High School, 1997-2003  
Academic Curriculum  
Graduated: 2003

Butler Vo-Tech, 2003  
Drafting/Design  
Graduated: 2003

## AWARDS

2<sup>nd</sup> Place in VICA competition for automated manufacturing for the State of Pennsylvania 2003

**NOTICE OF SMALL BUSINESS SELF-CERTIFICATION  
AND SMALL DIVERSE BUSINESS VERIFICATION**



The Department is pleased to announce that  
**HUCKESTEIN MECHANICAL SERVICES INC**

has successfully completed the Pennsylvania Department of General Services' process for self-certification as a small business under the Commonwealth's Small Business Contracting Program, and is verified as a Small Diverse Business with the following designation(s):

**BUSINESS TYPE(s): Construction Contractor**

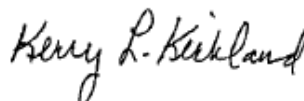
**CERTIFICATION NUMBER: 146762-2012-08-SB-W**

**CERTIFICATION TYPE: Woman Business Enterprise**

**ISSUE DATE: 08/07/2012**

**EXPIRATION DATE: 08/31/2019**

**RECERTIFIED DATE: 8/3/2017**

A handwritten signature in black ink that reads 'Kerry L. Kirkland'.

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Kerry L. Kirkland, Deputy Secretary  
Diversity, Inclusion, and Small Business Opportunities

## **NRG Building Services, Inc. Building Automation System**

### **1. Experience on GESA Projects**

**Note: As a Subcontractor we do not always know the total value of the project, therefore amounts shown reflect our portion of the overall GESA project**

#### **County of Berks (Prison, Service Center, Courthouse, Agriculture Building, Steam Plant, and Misc. Bldgs.)**

Date: 2011-2014  
Owner: County of Berks  
Contact: Jim Hall (610-478-6201)  
Amount: \$2,205,250.00  
Description: HVAC Control System software upgrades, new HVAC controls, system retro-commissioning, integration to existing controls, smoke control, VFD's, and equipment repairs.  
Status: Completed

#### **DGS Annex (13 State Office Buildings)**

Date: 2011-2014  
Owner: Commonwealth of Pennsylvania  
Contact: Greg Flickinger (717-772-7690)  
Amount: \$1,377,000  
Description: HVAC Control System software upgrades, new HVAC controls, system retro-commissioning, integration to existing controls, VFD's, and equipment repairs.  
Status: Completed

#### **Palmyra Area School District (4 Elementary Schools, Middle School, and High School)**

Date: 2017  
Owner: Palmyra Area School District  
Contact: Heath Dresch (717-838-3144)  
Amount: \$1,083,500.00  
Description: HVAC Control System upgrades, Lighting Controls, replacement of pneumatic controls and retro-commissioning.  
Status: Completed

#### **Lancaster County (Prison, Courthouses, EMS Training Rifle Range, Hazmat Building, and Youth Detention Center)**

Date: 2014-2016  
Owner: Lancaster County  
Contact: Bob Devinshire (717-299-8323)  
Amount: \$630,000.00  
Description: HVAC Control System software upgrade, New HVAC controls, prison smoke purge, integration to Johnson, Siemens, and Trane Control Systems  
Status: Completed

### **2. Superintendent's Qualifications**

**Darrell Frey**

Project Responsibilities: Engineer

Time with Firm: 9 years  
Experienced with GESA projects: yes  
Education or Training: Bachelor of Science, Mechanical Engineering, Drexel University. Registered Mechanical Engineer in Pennsylvania (PE 012716E)  
Relevant information: Perform Building Automation System design and engineering.

**Don Shadle**

Project Responsibilities: Supervisor  
Time with Firm: 15 years  
Experienced with GESA projects: yes  
Education or Training: 20 Year Electrical Foreman/Journeyman, OSHA Certified, 15 years dedicated to BAS System Installation and Wiring  
Relevant information: Supervise field personnel, handle material and equipment logistics, oversight of installation work, project reporting and project close-out.

**Don Forker**

Project Responsibilities: Project Manager  
Time with Firm: 9 years  
Experienced with GESA projects: yes  
Education or Training: Bachelor of Science, Mechanical Engineering, Lehigh University. MBA, Shippensburg University.  
Relevant information: Develop and maintain project schedule, oversight of field personnel, oversight of material order and delivery confirmation, attend project meeting, update ESCO and Owner on job progress, proactively manage project complications.

**Gary McKenzie**

Project Responsibilities: Lead Technician/Programmer  
Time with Firm: 18 years  
Experienced with GESA projects: yes  
Education or Training: HVAC Technician Certified, Gateway Technical Institute  
Relevant information: Write programs for HVAC controls based on design criteria, set up trending and alarming, assist in balancing and commissioning.

**3. Statement of Readiness and Commitment of Resources**

All NRG Building Services, Inc. personnel identified are available and will be committed to the project for the time period referenced in the RFP Project Schedule.

**4. Workman's Compensation Experience Modification Rating**

2018: 0.867  
2017: 0.913  
2016: 0.794  
2015: 0.776

**5. Entity's Notification of Default or Debarment**

NRG Building Services, Inc. has not been debarred and is not in default of any contract.



## Subcontractor Qualifications

### Similar Completed GESA Projects

- **Virginia National Guard**  
Multiple site, statewide projects correcting building envelope deficiencies  
Contract value: \$700,000+  
Completed: 2011-2014
- **PA State Museum & LCB Building, Harrisburg**  
Corrected building envelope deficiencies  
Contract value: \$112,535  
Completed: 2011
- **Reading Housing Authority**  
Multi-story building contract correcting building envelope deficiencies  
Contract value: \$680,000  
Completed: 2012

### Brian Johnson, Vice President/Superintendent

**Project Responsibilities:** Survey and estimate the job; scheduling and ordering materials

**Time with Firm:** 13 years

**Experience with GESA projects:** Surveyed, negotiated and managed over 70 GESA contracts for building envelope improvements

**Education/Training:** Bachelors in Civil Engineering, Associates in Architectural Technology; Formerly a Certified HERS Rater and Building Performance Contractor; Attendee at numerous building science workshops

### Cole Johnson, Field Operations Manager

**Project Responsibilities:** Supervise field crew, quality control, daily timesheets, safety talk instructor

**Time with Firm:** 9 years

**Experience with GESA projects:** Field specialist on over two dozen GESA jobs throughout the Mid-Atlantic region performing building envelope improvements

**Education/Training:** Bachelors in Mechanical Engineering

Statement of Readiness and Commitment of Resources :

Zerodraft confirms that our company can commit the individuals above to this project at such time as services are required.

Experience Modification Rating: **2017** - .854 **2016** - .845 **2015** - .962

Notice of Default or Debarment

I hereby certify that Home Energy Solutions, Inc. (d/b/a Zerodraft Central Pennsylvania) is not currently under suspension or debarment by the Commonwealth of Pennsylvania, any other state or the Federal Government and has no history of default or debarment.

Zerodraft Central Pennsylvania is a Certified Disadvantage Business Enterprise and Small Diverse, Woman-Owned Business Enterprise

**SDB Contact:** Laurie Johnson, Owner/President  
415 Dunkleberger Road  
Mechanicsburg, PA 17055  
(717) 241-4201

**NOTICE OF SMALL BUSINESS SELF-CERTIFICATION  
AND SMALL DIVERSE BUSINESS VERIFICATION**



**pennsylvania**  
DEPARTMENT OF GENERAL SERVICES

The Department is pleased to announce that  
**HOME ENERGY SOLUTIONS INC**

has successfully completed the Pennsylvania Department of General Services' process for self-certification as a small business under the Commonwealth's Small Business Contracting Program, and is verified as a Small Diverse Business with the following designation(s):

**BUSINESS TYPE(s): Construction Contractor**

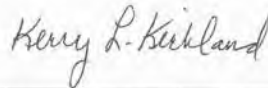
**CERTIFICATION NUMBER: 329807-2014-08-SB-W**

**CERTIFICATION TYPE: Woman Business Enterprise**

**ISSUE DATE: 08/11/2014**

**EXPIRATION DATE: 08/31/2019**

**RECERTIFIED DATE: 7/26/2017**

A handwritten signature in black ink that reads 'Kerry L. Kirkland'.

Kerry L. Kirkland, Deputy Secretary  
Diversity, Inclusion, and Small Business Opportunities





## Millville Heating Plumbing Solar

Let's keep the Earth the way God created it.

### Subcontractor Information

1. Experience on GESA Projects greater than \$5 million.
  - a. The subcontractor listed below has not worked on any GESA projects greater than \$5 million.
2. Superintendent's Qualifications.
  - a. The subcontractor listed below has not worked as a Superintendent on any GESA projects.
3. Statement of Readiness and Commitment of Resources.
  - a. The subcontractor listed below intends to perform work in connection with the McClure Company upon award of the contract for the SCI Houtzdale project. The named contractor is prepared to perform the described work listed in the contract and has committed its resources to the project for the time period as specified in the RFQ Project Schedule.
4. Workman's Compensation Experience Modification Rating.

EMR 2015 no records

EMR 2016 no records

EMR 2017 no records
5. Notification of Default or Debarment.
  - a. The subcontractor listed below has not defaulted nor has been debarred on any project they have worked on within the last 5 years or since inception of the company.

Contact Information for Small Business Certification:  
Bureau of Diversity, Inclusion and Small Business Opportunities  
Room 611 North Office Building  
401 North Street  
Harrisburg, PA 17120-0500  
(717) 783-3119  
General Email: GS-BDISBO@pa.gov

Name of Subcontractor: Millville Heating Plumbing Solar (MHPS)

Address: P.O. Box 406, 75 East Main Street

City: Millville

State: PA

Zip: 17846

Full name  
Ilko Johnson

Date  
10/01/2018

Signature  


www.millvillehps.com

P.O. Box 406, Millville, PA 17846 / tel. (570)336-2617

## NOTICE OF SMALL BUSINESS SELF-CERTIFICATION



The Department is pleased to announce that

### **MILLVILLE HEATING PLUMBING SOLAR**

has successfully completed the Pennsylvania Department of General Services' process for self-certification as a small business under the Commonwealth's Small Business Contracting Program, with the following designation:

**BUSINESS TYPE(s): Construction Contractor**

**CERTIFICATION NUMBER: 528765-2017-10-SB**

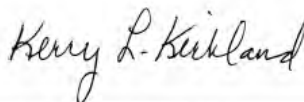
**CERTIFICATION TYPE: Small Business**

**ISSUE DATE:**

**10/16/2017**

**EXPIRATION DATE:**

**10/31/2019**

A handwritten signature in black ink that reads 'Kerry L. Kirkland'.

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Kerry L. Kirkland, Deputy Secretary  
Diversity, Inclusion, and Small Business Opportunities

# ATTACHMENT 1

# MCCLURE COMPANY

**Balance Sheet**

**May 16, 2017**

Kreischer  
Miller

PEOPLE | IDEAS | SOLUTIONS

MCCLURE COMPANY

May 16, 2017

CONTENTS

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INDEPENDENT AUDITORS' REPORT

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FINANCIAL STATEMENT

Balance Sheet	1
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## Independent Auditors' Report

The Stockholder  
McClure Company  
Harrisburg, Pennsylvania

We have audited the accompanying balance sheet of McClure Company as of May 16, 2017, and the related notes to the balance sheet.

### *Management's Responsibility for the Financial Statement*

Management is responsible for the preparation and fair presentation of this financial statement in accordance with accounting principles generally accepted in the United States of America; this includes the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statement that is free from material misstatement, whether due to fraud or error.

### *Auditors' Responsibility*

Our responsibility is to express an opinion on this financial statement based on our audit. We conducted our audit in accordance with auditing standards generally accepted in the United States of America. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statement is free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statement. The procedures selected depend on the auditors' judgment, including the assessment of the risks of material misstatement of the financial statement, whether due to fraud or error. In making those risk assessments, the auditors consider internal control relevant to the entity's preparation and fair presentation of the financial statement in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. Accordingly, we express no such opinion. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluating the overall presentation of the financial statement.


We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

***Basis for Qualified Opinion***

As described in Note 2 to the financial statement, the Company has not presented the separate components of stockholder's deficit in the accompanying balance sheet as required by accounting principles generally accepted in the United States of America.

***Qualified Opinion***

In our opinion, except for the effects of the matter described in the Basis for Qualified Opinion paragraph, the balance sheet referred to above presents fairly, in all material respects, the financial position of McClure Company as of May 16, 2017, in accordance with accounting principles generally accepted in the United States of America.

A handwritten signature in cursive script that reads "K. Reisch Miller". The signature is written in dark ink and is positioned above the typed name and date.

Horsham, Pennsylvania  
July 12, 2017

**MCCLURE COMPANY**

**Balance Sheet**  
**May 16, 2017**

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**ASSETS**

Current assets:

Cash	\$	105,013
Contract receivables, net		8,072,786
Costs and estimated earnings in excess of billings on uncompleted contracts		3,525,075
Inventories		303,129
Prepaid expenses and other current assets		324,079

Total current assets 12,330,082

Property and equipment, net 2,089,821

\$ 14,419,903

**LIABILITIES AND STOCKHOLDER'S DEFICIT**

Current liabilities:

Accounts payable, including retainage of \$854,109	\$	5,039,577
Accrued expenses		3,080,033
Billings in excess of costs and estimated earnings on uncompleted contracts		7,282,335
Income taxes payable		397,374

Total current liabilities 15,799,319

Deferred income taxes 303,467

16,102,786

Stockholder's deficit (1,682,883)

\$ 14,419,903

See accompanying notes to financial statement.



# MCCLURE COMPANY

Notes to Financial Statement  
May 16, 2017

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## (1) Description of Business

McClure Company (the Company) is a mechanical contractor providing mechanical, HVAC system design-build services, process piping systems, maintenance services and broad energy services in the Mid-Atlantic region. The Company is a wholly-owned subsidiary of Talen Energy Services Northeast, Inc. (Talen). On May 17, 2017, Talen sold the shares of the Company that it owned to MB Mechanicals Holdings, LLC (MB Mechanicals). Effective May 17, 2017, the Company is a wholly-owned subsidiary of MB Mechanicals.

## (2) Summary of Significant Accounting Policies

### *Operating Cycle*

Assets and liabilities related to long-term contracts are included in current assets and current liabilities in the accompanying balance sheet, as they will be liquidated in the normal course of contract completion, although this may require more than one year.

### *Revenue and Cost Recognition*

The Company recognizes revenues on the percentage-of-completion method of accounting for fixed-price contracts, measured by the percentage of job costs incurred to-date to estimated total job costs for each contract. Revenues from cost-plus-fee contracts is recognized on the basis of costs incurred during the period plus the fee earned, measured by the cost-to-cost method. Revenues and costs on time and materials construction and service contracts are recognized as costs are incurred. Revenues from the performance of maintenance services are recognized consistent with the performance of the services, which are generally on a pro-rata basis over the life of the contractual agreement.

Contract costs include all direct labor and benefits, materials unique to or installed in the project, equipment costs, subcontract costs and indirect construction costs. Adjustments to cost estimates are made periodically, and losses expected to be incurred on contracts in progress are charged to operations in the period such losses are determined. The aggregate of costs incurred and estimated earnings recognized on uncompleted contracts in excess of related billings is shown as a current asset, and the aggregate of billings on uncompleted contracts in excess of related costs incurred and estimated earnings recognized is shown as a current liability.

*Continued...*

# MCCLURE COMPANY

Notes to Financial Statement  
May 16, 2017

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## (2) Summary of Significant Accounting Policies, Continued

### *Contract Receivables*

Contract receivables consist of receivables on service/maintenance contracts as well as receivables on construction contracts. Contract receivables are stated at the amount management expects to collect from customers. Management provides for probable uncollectible amounts by establishing an allowance for uncollectable contract receivables based on its assessment of the current status of individual accounts. Balances that are still outstanding after management has used reasonable collection efforts are written off through a charge to the allowance for uncollectable contract receivables. Management has estimated an allowance for uncollectable contract receivables of \$12,000 as of May 16, 2017.

### *Inventories*

Inventories are valued at the lower of weighted average cost, determined by the first-in, first-out method, or market.

### *Property and Equipment*

Property and equipment are stated at cost. Expenditures for maintenance and repairs are charged against earnings as incurred. Major renewals and betterments are capitalized. Depreciation is provided for using the straight-line method over the estimated useful lives of the assets, generally ranging from 3 to 39 years. Leasehold improvements are depreciated over the lesser of the useful lives of the assets or the lease term.

### *Income Taxes*

Income taxes are accounted for in accordance with the provisions of Financial Accounting Standards Board (FASB) *Accounting Standards Codification (ASC) 740, Income Taxes*. ASC 740 provides an asset and liability approach which requires the recognition of deferred income tax assets and deferred income tax liabilities for the expected future tax consequences of temporary differences between the carrying amounts and the tax bases of assets and liabilities. Valuation allowances are established when necessary to reduce deferred income tax assets when it is more likely than not that a tax benefit will not be realized.

ASC 740 prescribes a more-likely-than-not recognition threshold and measurement attribute for the financial statement recognition and measurement of a tax position taken or expected to be taken. In addition, ASC 740 provides guidance on derecognition, classification, and disclosure. Management has evaluated the Company's tax positions and concluded that the Company has taken no uncertain tax positions that require adjustment to the financial statement to comply with the provisions of this guidance.

*Continued...*

# MCCLURE COMPANY

Notes to Financial Statement  
May 16, 2017

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## (2) Summary of Significant Accounting Policies, Continued

### *Income Taxes, Continued*

The Company is included in the federal consolidated tax filing group of Talen. For financial statement purposes, the Company's policy is to record income tax expense or benefit, income tax payable and related deferred income taxes generally as if it reported on a separate return basis. Income taxes payable reported in the balance sheet at May 16, 2017, includes separate state taxes payable as well as allocated federal tax payable due to Talen. With few exceptions, the Company is no longer subject to U.S. federal or state and local income tax examinations by tax authorities for the years before 2014.

### *Concentrations of Credit Risk*

Financial instruments that potentially subject the Company to concentrations of credit risk consist principally of cash and contract receivables. The Company maintains its operating cash accounts in financial institutions. At certain times, such amounts may be in excess of the FDIC insurance limit. The Company extends credit to its customers in the ordinary course of business, but mitigates the associated credit risk by performing credit checks and actively pursuing past due accounts. Historically, accounts receivable credit risk has been limited. Two customers comprise approximately 28% of contract receivables as of May 16, 2017.

### *Use of Estimates*

The preparation of financial statements in accordance with accounting principles generally accepted in the United States of America requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the reporting period. Specifically, costs and estimated earnings on uncompleted contracts are in part determined using management's estimates of costs to complete projects. Actual results could differ from those estimates.

### *Departure from Generally Accepted Accounting Principles*

Generally accepted accounting principles (GAAP) require the presentation of the separate components of stockholder's deficit on the balance sheet or in the notes to the balance sheet. The Company has omitted the separate component accounts of stockholder's deficit, including common stock, additional paid-in capital and accumulated deficit. This departure has no impact on total stockholder's deficit as of May 16, 2017.

*Continued...*

## MCCLURE COMPANY

Notes to Financial Statement  
May 16, 2017

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### (2) Summary of Significant Accounting Policies, Continued

#### *Recent Accounting Pronouncements*

##### *Revenue Recognition*

In May 2014, the FASB issued Accounting Standards Update (ASU) 2014-09, *Revenue from Contracts with Customers* (Topic 606), which updates the accounting guidance on revenue recognition. This standard is intended to provide a more robust framework for addressing revenue issues, improve comparability of revenue recognition practices, and improve disclosure requirements. The current effective date is for annual reporting periods beginning after December 15, 2018, and interim periods within annual periods beginning after December 15, 2019. A nonpublic entity may elect to apply this guidance earlier, under certain conditions. The Company is currently evaluating the impact of the provisions of the ASU.

##### *Leases*

In February 2016, the FASB issued ASU 2016-02, *Leases* (Topic 842). ASU 2016-02 improves transparency and comparability among companies by recognizing lease assets and lease liabilities on the balance sheet and by disclosing key information about leasing arrangements. ASU 2016-02 is effective for annual periods beginning after December 15, 2019, with early application permitted. The Company is currently evaluating the impact of the provisions of the ASU.

##### *Subsequent Events*

The Company has performed an evaluation of subsequent events through July 12, 2017, which is the date the financial statement was available to be issued.

# MCCLURE COMPANY

Notes to Financial Statement  
May 16, 2017

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## (3) Contract Receivables

Contract receivables comprise the following at May 16, 2017:

Construction billed:	
Currently due	\$ 4,683,967
Retainage	871,921
Services billed:	
Currently due	2,457,705
Retainage	71,193
Allowance for uncollectible contract receivables	(12,000)
	<u>\$ 8,072,786</u>

## (4) Contracts in Progress

Information with respect to contracts in progress is as follows at May 16, 2017:

Costs incurred on uncompleted contracts	\$ 162,981,951
Estimated earnings	<u>34,587,996</u>
	197,569,947
Billings to date	<u>(201,327,207)</u>
	<u>\$ (3,757,260)</u>

For reporting purposes, balance sheet classifications at May 16, 2017 are:

Costs and estimated earnings in excess of billings on uncompleted contracts	\$ 3,525,075
Billings in excess of costs and estimated earnings on uncompleted contracts	<u>(7,282,335)</u>
	<u>\$ (3,757,260)</u>

# MCCLURE COMPANY

Notes to Financial Statement  
May 16, 2017

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## (5) Property and Equipment

Property and equipment consist of the following at May 16:

Machinery and equipment	\$ 2,693,774
Automobiles and trucks	3,691,703
Office equipment	243,634
Computer equipment	607,569
Leasehold improvements	2,068,646
	<u>9,305,326</u>
Accumulated depreciation	<u>(7,215,505)</u>
	<u>\$ 2,089,821</u>

## (6) Multiemployer Benefit Plans

The Company is subject to the terms of various union agreements. These union agreements mandate wage rates, working hours, working conditions, and other related policies and procedures for covered employees. The agreements expire at various times through June 2020. The Company contributed to the health and welfare plans and the pension plan as part of the terms of the collective bargaining agreements.

The Company contributes to a number of multiemployer defined benefit pension plans under the terms of collective bargaining agreements that cover its union-represented employees. The risks of participating in these multiemployer plans are different from single-employer plans in the following aspects: (a) Assets contributed to the multiemployer plan by one employer may be used to provide benefits to employees of other participating employers. (b) If a participating employer stops contributing to the plan, the unfunded obligations of the plan may be borne by the remaining participating employers.

*Continued...*

# MCCLURE COMPANY

Notes to Financial Statement  
May 16, 2017

## (6) Multiemployer Benefit Plans, Continued

If the Company chooses to stop participating in its multiemployer plans, it may be required to pay those plans an amount based on the underfunded status of the plan, referred to as a withdrawal liability. The Company's participation in these plans for the period from January 1, 2017 through May 16, 2017 is outlined in the table below. The "EIN/Pension Plan Number" column provides the Taxpayer Identification Number (EIN) and the three-digit plan number, if applicable. The zone status is based on information that the Company received from the plan and is certified by the plan's actuary. Among other factors, plans in the red zone are generally less than 65% funded, plans in the yellow zone are less than 80% funded, and plans in the green zone are at least 80% funded. The "FIP/RP Status Pending/Implemented" column indicates plans for which a financial improvement plan (FIP) or a rehabilitation plan (RP) is either pending or has been implemented. The last column lists the expiration dates of the collective bargaining agreements to which the plans are subject.

Pension Fund	EIN/Pension Plan Number	Certified Zone Status	FIP/RP Status Pending/Implemented	Contributions	Surcharge Imposed	Expiration Date of Collective Bargaining Agreement
Sheet Metal Workers Pension Fund of Local Union No. 19	23-1494364/001	Red - April 30, 2016	Yes	\$ 129,140	No	5/31/2019
Plumbers and Pipefitters Local 520 Pension Plan	23-6489357/001	Yellow - April 30, 2016	Yes	997,527 <sup>a</sup>	No	4/30/2018
Other Plans				<u>45,018</u>		
Total contributions				<u>\$ 1,171,685</u>		

<sup>a</sup> The Company's contributions to the plan exceeded 5% of the total contributions received by the plan as indicated in the plan's most recent annual report dated April 30, 2016.

## (7) Related Party Transactions

The Company occasionally engages related parties through Talen to perform services on contracts. Additionally, the Company is occasionally engaged to perform services on contracts for related parties through Talen. At May 16, 2017, there was a \$62,982 receivable due from a related party included in contract receivables, net and a \$188,258 payable to a related party included in accounts payable.

# MCCLURE COMPANY

Notes to Financial Statement  
May 16, 2017

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## (8) Insurance

The Company is insured for workers' compensation and general liability costs under a high deductible loss program. The deductible is \$250,000 for workers' compensation and general liability for the period from January 1, 2017 through May 16, 2017. The undiscounted insurance loss liability is determined annually based on an analysis of claims filed and an estimate of claims incurred but not yet reported. The amount accrued at May 16, 2017 is approximately \$446,000 and is included in accrued expenses in the accompanying balance sheet.

## (9) Employee Benefit Plan

The Company's employees participate in a savings plan (401(k) plan) that Talen sponsors. The 401(k) plan covers substantially all nonunion employees and includes provisions for discretionary matching and profit sharing contributions for those employees meeting certain eligibility requirements.

## (10) Commitments and Contingencies

### *Operating Leases*

The Company leases office, warehouse space and equipment from unrelated third parties under various agreements which expire through September 30, 2021. Future minimum lease payments under operating lease obligations are as follows:

12 Months Ending	
May 16,	Amount
2017	\$ 390,255
2018	\$ 319,165
2019	\$ 268,774
2020	\$ 255,876
2021	\$ 95,954

*Continued...*



# MCCLURE COMPANY

Notes to Financial Statement  
May 16, 2017

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## (10) Commitments and Contingencies, Continued

### *Litigation*

The Company, from time-to-time, is party to various lawsuits, claims and other legal proceedings that arise in the ordinary course of business. These actions typically seek, among other things, compensation for alleged personal injury, breach of contract and/or property damage, punitive damages, civil penalties or other losses or injunctive or declaratory relief. With respect to all such lawsuits, claims and proceedings, the Company records reserves when it is probable that a liability has been incurred and the amount of loss can be reasonable estimated. The Company does not believe that any of these proceedings would be expected to have a material adverse effect on the Company's financial position.

## (3) Deferred Income Taxes

Deferred income taxes consist of the following at May 16, 2017:

	Federal	State	Total
Current asset	\$ 12,674	\$ 4,019	\$ 16,693
Long-term liability	(272,566)	(47,594)	(320,160)
	<u>\$ (259,892)</u>	<u>\$ (43,575)</u>	<u>\$ (303,467)</u>

The amount is recorded as a long-term liability on the accompanying balance sheet in accordance with ASU 2015-17, *Income Taxes: Balance Sheet Classification of Deferred Taxes*.