

**APPLICATION FOR RENEWAL OF CSP REGISTRATION  
CHANGES INCURRED TO APPLICATION OF RECORD**

***Applicant (Company) Name and Docket No.:*** A-2009-2106658

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***Contact Information (name, address, phone number and email of person filing application):***  
Alan Seferian, Chief Financial Officer

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100 5th Ave, Suite 100, Waltham, MA 02451

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617-673-7000, Alan.Seferian@cadmusgroup.com

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*On behalf of the Applicant I am filing with the Commission this Application for Renewal of CSP Registration. There are one or more CHANGES to Applicant's CSP Application of record on file at the Commission at the Docket Number as indicated herein.*

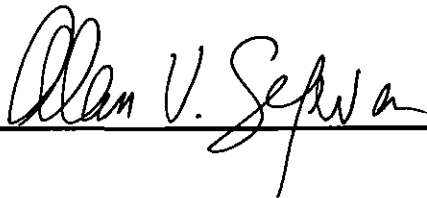
I have reviewed the Applicant's CSP Application of record and the information contained therein has changed. Enclosed are the following items:

- a. Completed CSP Application;
- b. Renewal application fee of \$25;
- c. Affidavit, attesting to the truth and knowledge of these facts; and
- d. Proof of current liability insurance coverage.

Alan Seferian, Chief Financial Officer

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***Name and Title of person authorized by Applicant to file this Application***



7/8/15

***Signature***

***Date***

The Applicant understands that the making of false statement(s) herein may be grounds for denying the Application for Renewal of Conservation Service Provider Registration, or if later discovered, for revoking any authority granted pursuant to the Application. This Application is subject to 18 Pa. C.S. §§4903 and 4904, relating to perjury and falsification in official matters.

**RECEIVED**

JUL 9 2015

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## APPLICATION TO UPDATE CSP REGISTRATION

*Applicant (Company) Name and Docket No.:*

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*Contact Information (name, address, phone number and email of person filing application):*

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*On behalf of the Applicant I am filing with the Commission this Application to Update CSP Registration information. The Applicant acknowledges that there is no fee associated with the update of CSP registration information contained in its Application on file at the Docket Number as indicated herein.*

I have reviewed the Applicant's CSP Application of record and the information contained therein has changed. Enclosed are the following items:

- a. Completed CSP Application; and
- b. Affidavit, attesting to the truth and knowledge of these facts.

I have indicated "None" or "Changes" in each category as follows, relating to the Applicant's CSP Application of record.

1. Identity of the Applicant:
2. Registered Agent:
3. Applicant's Operations:
4. Compliance:

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*Name and Title of person authorized by Applicant to file this Application*

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*Signature*

*Date*

The Applicant understands that the making of false statement(s) herein may be grounds for denying the Application to Update Conservation Service Provider Registration, or if later discovered, for revoking any authority granted pursuant to the Application. This Application is subject to 18 Pa. C.S. §§4903 and 4904, relating to perjury and falsification in official matters.

AFFIDAVIT

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[Commonwealth/State] of MA :

PA PUBLIC UTILITY COMMISSION  
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ss.

County of Middlesex :

Alan Seferian, Affiant, being duly [sworn/affirmed] according to law, deposes and says that:

[He/she is the Chief Financial Officer (Office of Affiant) of The Cadmus Group, Inc. (Name of Applicant);]

[That he/she is authorized to and does make this affidavit for said Applicant;]

That the Applicant herein The Cadmus Group, Inc. has the burden of producing information and supporting documentation demonstrating its technical and financial fitness to be registered as a conservation service provider pursuant to Act 129 of 2008.

That the Applicant herein The Cadmus Group, Inc. acknowledges that it has answered the questions on the application correctly, truthfully and completely and has provided supporting documentation as required.

That the Applicant herein The Cadmus Group, Inc. acknowledges that it is under a duty to update information provided in answer to questions on this application and contained in supporting documents.

That the Applicant herein The Cadmus Group, Inc. acknowledges that it is under a duty to supplement information provided in answer to questions on this application and contained in supporting documents as requested by the Commission.

That the facts above set forth are true and correct to the best of his/her knowledge, information, and belief and that he/she expects said Applicant to be able to prove the same at hearing.

Alan V. Seferian  
Signature of Affiant

Sworn and subscribed before me this 8th day of July, 2015.

Chudi Ekpunobi  
Signature of official administering oath  
CHUDI EKPUNOBI  
Notary Public  
Commonwealth of Massachusetts  
My Commission Expires  
September 4, 2020

My commission expires: September 4th, 2020



## Corporations

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### Business Entity

#### Filing History

**Date:** 7/7/2015 (Select the link above to view the Business Entity's Filing History)

#### Business Name History

Name	Name Type
THE CADMUS GROUP, INC.	Current Name

#### Business Corporation - Foreign - Information

**Entity Number:** 2000361  
**Status:** Active  
**Entity Creation Date:** 1/28/1991  
**State of Business.:** MA  
**Registered Office Address:** 661 Spruce Dr  
 West Chester PA 19382  
 Chester  
**Mailing Address:** No Address

#### Officers

**Name:** RALPH T JONES  
**Title:** President  
**Address:** 100 5TH AVE  
 WALTHAM MA 02451-8703

**Name:** GENE E FAX  
**Title:** Treasurer  
**Address:** 100 5TH AVE  
 WALTHAM MA 02451-8703

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Exhibit 2a

Chief Operations Officer **Cindy Shephard** has more than 25 years of experience in financial management, operations, and accounting in the government contracting industry. At Cadmus, she is responsible for ensuring that we continuously improve the ways in which we do business. It is her job to guarantee our staff management, workload allocation, and project management are the best in the industry and benefit not only our clients but our employee-owners as well. Ms. Shephard is also responsible for ensuring that our administrative systems and performance data are structured to enable our executive team, division and team leaders, and project managers to make the best decisions possible. She also oversees the implementation of critical operational initiatives throughout the company.

Ms. Shephard combines her financial training and experience with operations expertise, having served as a corporate chief financial officer, controller, vice president of operations, and a chief of staff. She has extensive experience in corporate policy development, financial management, quality assurance, and acquisition integration, for firms ranging in size from \$50 million to \$1.5 billion.

Prior to joining Cadmus, Ms. Shepard served as vice president and group controller at SRA International, and as the chief financial officer and vice president of administration for the Marasco Newton Group. She has a bachelor's degree in accounting and is a certified public accountant. She serves on the advisory board of The Nature Generation.

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Ian P. Kline  
CEO

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## **Education and Certifications**

PMD, Comprehensive General Management Program, Harvard Business School

M.P.P, Environmental Policy and Management, University of Southern California

A.B., Social and Environmental Studies (College Scholar), Cornell University

## **Professional Experience and Qualifications**

- Extensive background in performing regulatory and policy analyses for the U.S. Environmental Protection Agency (EPA) and other public, private, and non-profit organizations.
- Recognized expertise in supporting the development and implementation of major public health and environmental protection programs at the national and state levels.
- Accomplished manager of multi-million dollar government prime contracts, large work assignments and task orders, and diverse teams of subcontractors.
- Significant experience supporting EPA's regulatory development and program implementation processes.
- Experienced facilitator of stakeholder groups comprised of representatives from federal agencies, states, the regulated community, interest groups, and the public.

## **Relevant Experience**

### Utility Capacity Development

Mr. Kline managed Cadmus' support of the implementation of requirements in the 1996 Safe Drinking Water Act (SDWA) Amendments related to improving the capabilities of drinking water utilities (particularly small drinking water systems), including new programs employing innovative, non-regulatory approaches. Accomplishments include: 1) assisting the Agency in developing and implementing the national Capacity Development program, including drafting the Guidance to States on Implementing the Capacity Development Provisions of the Safe Drinking Water Act; 2) developing innovative tools for evaluating and improving the technical, managerial, and financial capabilities of proposed and existing public water systems; 3) developing easy to read and use tools for States and systems on issues such as regulation implementation, compliance options, water pricing, and acquiring and maintaining technical, managerial, and financial capacity; 4) developing a series of policy issue papers on a wide variety of topics related to improving the performance of drinking water utilities; 5) providing direct implementation support to States for creating and implementing State capacity development programs. Cadmus received a letter of commendation from EPA project manager for efforts on this project and was commended by the full National Drinking Water Advisory Council (NDWAC) for excellent research and product development under tight deadlines.

Drinking Water State Revolving Fund (SRF). Mr. Kline managed and provided technical leadership to Cadmus' support of EPA's implementation of the Drinking Water SRF. Under this program, EPA provides capitalization grants to States, which establish revolving funds that provide low-or no-interest



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loans to water systems for infrastructure improvements. Accomplishments have included assisting in developing fact sheets on the use of set-asides and on public review requirements, developing a compendium and summary of State priority systems, researching and preparing a review of categorical exclusions, researching and preparing a review of State processes for reviewing system capacity for SRF loan applicants, researching and developing a review of State public review processes, and supporting the development of the national reports. Mr. Kline also serves as facilitator for the State/EPA Clean Water and Drinking Water SRF Working Group.

#### USEPA Superfund Program Workload Assessment

Mr. Kline directed a multi-million dollar workload assessment of the EPA Superfund program that involved working directly with the 10 EPA Regional offices to develop consensus-based estimates of workload for individual elements of the Superfund cleanup program. Over 200 Superfund project managers, attorneys, and technical personnel were involved in this effort. The goal of the program was to ensure that current and future Superfund staff resources are managed efficiently to achieve program goals. Responsibilities included leading and overseeing the development of models that determine future Superfund workload and comparing these levels to current staffing; leading and facilitating a series of facilitated discussions with Headquarters and Regional EPA personnel where consensus was reached on work tasks, the outputs from these tasks, and resource requirements for these outputs; and acting as the senior advisor and point-of-contact for decision-makers at EPA Headquarters and in the Regional offices.

#### Facilitation Support

Mr. Kline served as facilitator for a wide range of NDWAC working groups and other stakeholder groups charged with making recommendations on policy issues related to implementation of the SDWA Amendments of 1996 and the Clean Water Act (CWA). Consistently achieved positive, substantive results from groups of diverse stakeholders. Provides or has provided facilitation support to the following groups, among others: NDWAC Subgroup on Performance Measures; State Water Quality Gap Analysis Task Force; State-EPA Working Session on Drinking Water Contamination Prevention Strategy; Stakeholder Meeting on Drinking Water Contamination Prevention Strategy; State-EPA Underground Injection Control (UIC)/Source Water Protection Working Group; NDWAC Small Systems Implementation Working Group; State-EPA Clean Water and Drinking Water SRF Working Group; NDWAC Operator Certification Working Group; Tribal Operator Certification Working Group; Local Government Advisory Committee's subcommittee on water conservation guidelines; stakeholder meeting on the proposed small systems variance and exemptions regulation; public meeting in Reno, NV, on the proposed Arsenic regulation; American Indian and Alaska Native Village Set-Aside Program Advisory Group; Section 106 Tribal Formula workgroup; and a series of national conferences to discuss Section 106 grant reporting requirements.

#### Arsenic in Drinking Water Rule

Mr. Kline oversaw all Response to Comment efforts required by the re-examination of the Arsenic in Drinking Water Rule. This effort included development and implementation of a workflow plan for over



25 staff and 60,000 comments, database (Access/SQL) development, comment categorization, support in response development, coordination with a large team of EPA staff, and creation of the Response to Comment document. Mr. Kline also served as the project manager for the Cadmus team's efforts to update technical documents and analyses in light of expert review by the NDWAC and the Science Advisory Board. Updated documents include the *Treatment Technology and Cost* document, the *Arsenic Occurrence in Public Drinking Water Supplies* document, and the benefits analysis. Previously served as the overall Project Manager for Cadmus support to EPA on the Response to Comments document for the *Arsenic in Drinking Water Rule*, published January, 2001. Mr. Kline managed a large team of Cadmus staff and subcontractors to complete the Response to Comments process under an aggressive schedule for the January 2001 effort.

#### Water Conservation Guidelines Preparation and Subcommittee Support

Mr. Kline managed Cadmus' support to EPA in publishing guidelines for water conservation plans as required under Section 1455 of SDWA. Cadmus researched and summarized existing state water conservation and SRF programs to provide an empirical basis for developing draft guidelines; drafted a series of issue papers; and developed final water conservation guidelines based on the recommendations of the workgroup and EPA. Mr. Kline facilitated a series of meetings of the 25 member workgroup, and an additional one-day public workshop with over 80 stakeholders in attendance.

#### State Water Quality Management Resource Analysis

Mr. Kline managed and provided technical leadership to Cadmus' analysis of state water quality management resource requirements and expenditures in support of EPA's Office of Wastewater Management (OWM). This project included the development of a detailed workload model covering 14 water quality management program areas (e.g., permitting, enforcement, standards development and implementation, wetlands). Mr. Kline played a leading role in designing and implementing the process used to develop the workload model, including: 1) facilitating a dedicated State Task Force to provide advice and direction; 2) scheduling and facilitating two-to four-day focus group meetings (included expert State and EPA staff) to work out the details for each module; 3) researching and developing strawman proposals for each module prior to the focus group meetings; 4) building Excel-based spreadsheet models to operationalize the results of each focus group meeting; 5) managing a nationwide comment/response cycle for each module; and 5) implementing appropriate revisions based on the comments. Mr. Kline also led the data collection effort, which included training states on the use of the model and developing a web-based portal that allowed states to upload their data directly to the database. Using the data collected from States, Cadmus wrote the report, *State Water Quality Management Resource Analysis—Interim Report on Results*, which was positively peer reviewed by the National Academy of Public Administration.



#### Technical Support for a Revision to EPA Clean Water Act Section 106 Grant Allocation Formula

Mr. Kline managed Cadmus technical effort in support of a complete revision to the Section 106 grant allocation formula. He supported the State/EPA Section 106 Allocation Formula work group by facilitating meetings, identifying potential categories of variables meeting the goals of the program, extensively researching available data sources for variables chosen by the workgroup, and writing options papers discussing key policy issues to be decided by the work group. He also managed the development of the final model now used to allocate the funds and wrote the accompanying operating manual. The model is relatively complex to meet the objectives of the national program and to ensure state program stability, but has been designed to be easy to use and understand.

#### Quality Management Implementation Support to EPA Clean Water Act Section 106 Tribal Formula Workgroup

Mr. Kline managed the effort supporting Region 10, as Lead Region for the Water and Tribal programs, to evaluate whether the Office of Water should make modest revisions to the CWA Section 106 Tribal allocation formation. Facilitated §106 Tribal Formula Workgroup meetings. He evaluated potential data sources to ensure that the data were: 1) available, current, and reliable; 2) relevant to all Regions; 3) significant to Tribal water quality programs; and 4) consistent with the goals of the Section 106 program. He led the development of databases and several alternative models for use by the workgroup in discussing options for the Tribal 106 Allocation Formula. Mr. Kline also developed the revised model implementing the final formula.

#### Point-of-Use and Point-of-Entry Devices Cost Analysis and Implementation

Mr. Kline managed Cadmus efforts to update the cost evaluation of point-of-use and point-of-entry devices as small system compliance options and the cost evaluation of waste disposal costs for point-of-use and point-of-entry treatment strategies. He also managed Cadmus' support of the development of Guidance for Implementing a Point-of-Use or Point-of-Entry Treatment Strategy for Compliance.

#### Cost Analysis of Small Drinking Water System Compliance Options

Mr. Kline managed an examination of several options for compliance with 1996 SDWA Amendments, focusing on options that small systems can afford to install and operate. The four options evaluated include: point-of-use (POU) treatment technologies; point-of-entry (POE) treatment technologies; the use of bottled water; and the development of an alternate source for a ground water system. The primary focus of the project was the development of costs of centrally managed POU and POE treatment strategies for small communities to identify where such an option might be a more affordable alternative to central treatment.

#### American Indian and Alaska Native Village Drinking Water SRF Set-aside Program

Mr. Kline managed a project supporting the development of the American Indian and Alaska Native Village (ANV) Drinking Water SRF set-aside program. He compiled and analyzed working group recommendations for the purposes of evaluating various alternatives in developing the set-aside program. Facilitated meetings of the Set-aside Advisory Group.



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#### Cost Analysis of Proposed Variance and Exemptions Rule Change

Mr. Kline managed Cadmus' effort to develop the model used to estimate the impact of proposed changes to the regulations governing the award of variances and exemptions to public water systems. *The model was completed within a tight project schedule to ensure compliance with EPA's statutory deadline.*

#### Performance Measures/Government Performance and Results Act (GPRA) Activities

Mr. Kline managed the development of a draft framework for reporting measures proposed for use by an EPA program office. The framework was developed to conform to the requirements of the GPRA, which emphasizes results-oriented reporting over activity-based reporting. The framework established a hierarchical continuum of linked measures that addresses the requirements of GPRA.

#### 1995 Drinking Water Infrastructure Needs Survey

Mr. Kline drafted the 1995 Drinking Water Infrastructure Needs Report to Congress. He also managed the quality assurance process on all work received from the data entry subcontractor and assisted in the economic modeling process and in developing statistical extrapolation parameters.

#### Native American Water Programs Brochure

Mr. Kline assisted in the development of a brochure to be used by Native American tribal communities to identify drinking water and wastewater financial assistance and cooperative agreement programs. He researched relevant legislation and compiled information related to the appropriate programs and developed drafts of program descriptions.

#### Training Assistance and Materials Development for the Partnership 2000 (P2000) Regional Training Workshops

Mr. Kline managed implementation support for the P2000 project, an electronic commerce project designed to automate the State/EPA grant management process. He developed general presentations to be used by Cadmus and OWM staff during all training sessions. He also developed a series of *training materials for workshop attendees. Mr. Kline facilitated each regional training session and provided on-site assistance to pilot state representatives to improve presentation and training delivery.*

#### Common Sense Initiative and Design for the Environment

Mr. Kline wrote articles/brochures and created briefing materials about EPA's Common Sense Initiative and Design for the Environment programs for several industry groups. Worked with industry coalitions to *develop consensus for pursuing goals consistent with the objectives of the programs.*



#### Air Quality Issue Analysis

Mr. Kline completed a policy memorandum requested by EPA discussing the policy measures available to promote air quality considerations in the restructured electric utility industry. The analysis covered old source review, tools to address emission levels, and tools to address funding for demand-side management (DSM) programs and renewable source development.

#### Publications

Kline, Ian P., and Tracy G. Mehan III. "Pricing as a Demand-Side Management Tool: Implications for Water Policy, and Governance." *Journal of American Water Works Association* 104:2 (2012): 61-66. Print.

Kline, Ian P., and Jane E. Obbagy. "Strategic CSR Roadmap: Demystifying the Triple Bottom Line." *The Environmental Manager's Compliance Advisor* 710 (2008): 3-5. Print.

Kline, Ian P., et al. "SDWA Capacity Development." *Journal of American Water Works Association* 90:5 (1998): 51-59. Print.

#### Interviews

Zweig, Mark. "Top Player: Sound Fundamentals Makes them Hot." *The Zweig Letter* Issue 957 - April 30 (2012): 3,6. Print.

Van Der Pool, Lisa. "Changes in the Air: The Cadmus Group Inc." *Boston Business Journal* 27:24 (2007): 33-34. Print.

#### Client/Agency Reports

*Small Systems Guide to the Total Coliform Rule (TCR)*. U.S. Environmental Protection Agency, Office of Ground Water and Drinking Water. 2001. EPA document # 816-R-01-017A.

*State Strategies to Assist Public Water Systems in Acquiring and Maintaining Technical, Managerial, and Financial Capacity: A comprehensive summary of state responses to Section 1420(c) of the Safe Drinking Water Act*. U.S. Environmental Protection Agency, Office of Ground Water and Drinking Water. July 2001. EPA document # 816-R-01-019.

*State Programs to Ensure Demonstration of Technical, Managerial, and Financial Capacity of New Drinking Water Systems: A comprehensive summary of state responses to Section 1420(a) of the Safe Drinking Water Act*. U.S. Environmental Protection Agency, Office of Ground Water and Drinking Water. 2001. EPA document # 816-R-01-018.

*Preventive Maintenance Tasks for Tribal Drinking Water Systems*. U.S. Environmental Protection Agency, Office of Ground Water and Drinking Water. 2001. EPA document # 816-F-01-017.

*National Characteristics of Drinking Water Systems Serving Populations Under 10,000*. U.S. Environmental Protection Agency, Office of Ground Water and Drinking Water. 1999. EPA Rept. # 816-R-99-010.



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*Report of the National Drinking Water Advisory Council Small Systems Implementation Working Group.* U.S. Environmental Protection Agency, Office of Ground Water and Drinking Water. 2000. EPA Rept. # 816-R-00-012.

*Small System Regulatory Requirements Under the Safe Drinking Water Act As Amended 1996.* U.S. Environmental Protection Agency, Office of Ground Water and Drinking Water. 1999. EPA Rept. # 816-R-99-011.

*Initial Summary of Current State Capacity Development Activities.* U.S. Environmental Protection Agency, Office of Ground Water and Drinking Water. 1997. EPA Rept. # 816-S-97-001.

*Information for the Public on Participating With States in Preparing Capacity Development Strategies.* U.S. Environmental Protection Agency, Office of Ground Water and Drinking Water. 1998. EPA Rept. # 816-R-98-009.

*Handbook of Capacity Development: Developing Water System Capacity Under the Safe Drinking Water Act as Amended in 1996.* U.S. Environmental Protection Agency, Office of Ground Water and Drinking Water. 1999. EPA Rept. # 816-R-99-012.

*Information for States on Implementing the Capacity Development Provisions of the Safe Drinking Water Act Amendments of 1996.* U.S. Environmental Protection Agency, Office of Ground Water and Drinking Water. 1999. EPA Rept. # 816-R-98-008.

*Hypothetical State Programs for Ensuring that All New Community Water Systems and Non-Transient, Non-Community Water Systems Demonstrate Technical, Managerial and Financial Capacity.* U.S. Environmental Protection Agency, Office of Ground Water and Drinking Water. 1998. EPA Rept. # 816-R-98-010.

### **Other Relevant Experience**

2007-Present President and Chief Executive Officer, The Cadmus Group, Inc., Watertown, MA.

2005-2007 President, The Cadmus Group, Inc., Watertown, MA.

2000-2005 Vice President, The Cadmus Group, Inc., Watertown, MA.

1999-2000 Principal, The Cadmus Group, Inc., Watertown, MA.

1997-1999 Senior Associate, The Cadmus Group, Inc., Watertown, MA.

1995-1997 Associate, The Cadmus Group, Inc., Watertown, MA.

Exhibit 3

**National  
Corporate  
Research, Ltd.**

The Right Response at the Right Time, Every Time.

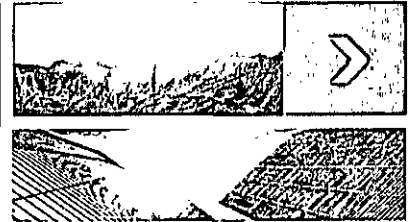
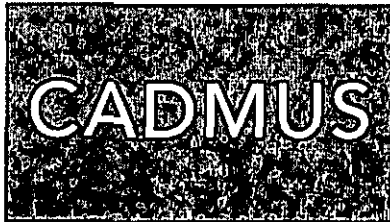
**Entity Information Report for Group:  
THE CADMUS GROUP, INC.**

**Jurisdiction of Formation  
or Qualification  
(domestic state listed first)**

<u>Entity Name</u>		<u>File Date</u>	<u>Jurisdiction Status</u>
THE CADMUS GROUP, INC.	Massachusetts	5/26/1983	Exists
THE CADMUS GROUP, INC.	Alabama	2/26/2009	Exists
THE CADMUS GROUP, INC.	Alaska	4/23/2010	Good Standing
THE CADMUS GROUP, INC.	Arkansas	8/27/2010	Good Standing
THE CADMUS GROUP, INC.	California	4/1/1993	Active
THE CADMUS GROUP, INC.	Colorado	2/4/2008	Good Standing
THE CADMUS GROUP, INC.	Florida	8/3/2006	Active
THE CADMUS GROUP, INC.	Hawaii	9/15/2009	Active
THE CADMUS GROUP, INC.	Iowa	6/4/2003	Active
THE CADMUS GROUP, INC.	Maine	7/13/2007	Good Standing
THE CADMUS GROUP, INC.	Maryland	7/18/1994	Revived
THE CADMUS GROUP, INC.	Minnesota	9/23/2014	NA
THE CADMUS GROUP, INC.	Montana	12/31/2002	Active
THE CADMUS GROUP, INC.	Nebraska	7/26/2007	Revoked
THE CADMUS GROUP, INC.	Nevada	8/25/2010	Active
THE CADMUS GROUP, INC.	New Hampshire	10/26/1990	Good Standing
THE CADMUS GROUP, INC.	North Carolina	8/13/1991	Active
THE CADMUS GROUP, INC.	Oklahoma	5/12/2014	Exists
THE CADMUS GROUP, INC.	Oregon	2/8/2008	Active
THE CADMUS GROUP, INC.	Rhode Island	7/12/2011	Active

THE CADMUS GROUP, INC.	South Carolina	12/7/2009	Good Standing
THE CADMUS GROUP, INC.	Utah	3/24/2010	Active
THE CADMUS GROUP, INC.	Vermont	4/4/2005	Active
THE CADMUS GROUP, INC.	Virginia	10/2/1987	Active
THE CADMUS GROUP, INC.	Washington	6/23/2011	Active

*\*This report shall not be considered an 'Attestation' nor is it a report that expresses a conclusion about the reliability of an assertion that is the responsibility of another party. Reasonable care is exercised in the completion of this report. Please confirm the accuracy of the name(s) noted above. This report should not be relied upon as legal advice. NCR assumes no liability with respect to the identity of any party named or referred to in this report, nor with respect to the validity, accuracy, completeness or legal effect of any matter shown herein. NCR makes no representation, warranty or guarantee as to the information contained in public records. This report reflects information NCR received from public records in response to your request. Responsibility for the accuracy and completeness of any public record rests with the filing officer.*



## Energy Services Overview

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### Leaders in Energy Efficiency and Demand Response

With over a quarter-century of energy-industry experience, Cadmus' **Energy Services Division (ESD)** provides expertise in these critical areas:

- Evaluation-Process, Impact, Finance
- Market Characterization & research
- Marketing & Communications
- Planning & Program Design
- Load Forecasting
- Potential Assessment
- Carbon Consulting
- Codes & Standards
- Renewable Energy
- Smart Grid

We have also helped create—or contributed to—the energy-efficiency standards used by local and state governments, as well as by the federal government.

### We Have the Experience and Resources

ESD has conducted more than **1,000 evaluations of renewable energy and demand-side management (DSM) programs** nationally and internationally.

We have also conducted **more portfolio evaluations than any other energy consultant** in the United States.

Additionally, we have performed **more billing analysis** than any energy consultancy.

And from these years of conducting evaluations, we have amassed a **database of energy saving measures and associated details** from projects throughout North America.

### We Wrote the Book on Evaluations

Literally.

Dr. M. Sami Khawaja, ESD executive, co-authored the *Program Impact Evaluation Guide* for the public-private collaborative National Action Plan for Energy Efficiency (**NAPEE**).

In 2008, Dr. Khawaja was the lead author on the *Guidebook for Energy Efficiency Program Evaluation, Measurement and Verification* for the Electric Power Research Institute (**EPRI**).

Dr. Khawaja was also one of the authors of the International Performance Measurement and Verification Protocol (**IPMVP**), which set the gold standard for evaluating energy-efficiency programs. Several IPMVP standards have, through international agreements, been adopted across North America and Europe.

In 2012, Cadmus staff members were contributing authors and edited all contributions to the **U.S. Department of Energy's Uniform Methods Project** for determining energy-efficiency program savings.

Also in December 2012, three ESD senior staff members (Dr. Hossein Haeri, Dr. Khawaja, and Dr. David Sumi) were acknowledged for their contributions to the new *SEE Action Resource: Energy Efficiency Program Impact Evaluation Guide*.

Additionally, Cadmus staff members have contributed to the protocols used to quantify consistently and reliably the **GHG emissions** impacts of programs.

### Proprietary Tools Customized to Meet Client Needs

We created and maintain several **custom applications**, because there were no appropriate tools in the marketplace that comprehensively met our needs and the needs of our clients.

One such tool is **DSM Portfolio Pro**, a custom cost-



An Employee-Owned Company

[www.cadmusgroup.com](http://www.cadmusgroup.com)

effectiveness and planning modeling tool. Accessible via the Internet, this modeling tool builds on the California standard practice tests used to evaluate cost-effectiveness and to analyze measures, programs, and portfolios from the various perspectives: total resource cost, participant, utility, all ratepayers, and societal perspectives.

We also developed **Resource Portfolio Strategist** so clients could perform long-term supply planning based on various scenarios.

Our **Carbon Score Optimizer** prioritizes your organization's carbon goals and activities.

### State-of-the-Art Resources

For more than a decade, Cadmus has led in data collection efforts and the development of accurate testing methods of the energy and environmental industries.

We have the largest inventory of **metering equipment** in North America, with over \$2 million worth of energy and water metering devices that meet or exceed industry standards. Our engineers and skilled technicians have metered thousands of building systems and appliances *in situ*. In 2012, we expanded our services and capabilities with a new, 2000-square-foot testing facility in Waltham, Massachusetts.

### A Nationwide Success Story

For more than 10 years, Cadmus has been—and continues to be—the primary marketing and media support team for the Environmental Protection Agency's ENERGY STAR® program. This highly successful, nationwide program promotes the use of energy-efficient products to businesses and consumers.

### Locations of Major Energy Services Offices

- **Northwest:** Portland, Oregon
- **Pacific Coast:** Santa Monica, California
- **West:** Boulder, Colorado
- **Midwest:** Madison, Wisconsin
- **Northeast:** Boston, Massachusetts
- **Mid-Atlantic:** Washington, D.C.

### The Cadmus Commitment

Cadmus is committed to delivering cross-disciplinary services and solutions that help our clients achieve their goals and, in doing so, create social and economic value and improve people's lives.

Founded in 1983, Cadmus is a consultancy that helps address the nation's most pressing environmental, energy, and health challenges. Working in partnership with government, commercial, and organizational clients, we deliver solutions that transform.

### Contacts

To learn more about our expertise, visit [www.cadmusgroup.com](http://www.cadmusgroup.com), or contact us:

(617) 673-7000

[energyservices@cadmusgroup.com](mailto:energyservices@cadmusgroup.com)

**About Cadmus**

Cadmus is an employee-owned consultancy committed to helping our clients address complex challenges by applying diverse skills and experiences in a highly collaborative environment. By assisting our clients in achieving their goals, we create social and economic value today and for future generations. Founded in 1983, we leverage our staff's exceptional expertise in the physical and life sciences, engineering, social sciences, strategic communication, architecture and design, law, policy analysis, and the liberal arts to provide an array of research and analytical services in the United States and abroad. Learn more at [www.cadmusgroup.com](http://www.cadmusgroup.com).



## CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)  
10/30/2014

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

PRODUCER SCS Agency, Inc. P.O. Box 220493 11 Grace Avenue - Suite 300 Great Neck, NY 11022-0493	CONTACT NAME:	
	PHONE (A/C, No, Ext): 516-466-6007	FAX (A/C, No): 516-829-5857
E-MAIL ADDRESS:		
INSURER(S) AFFORDING COVERAGE		NAIC #
INSURER A : The Hartford		22357
INSURER B : The Hartford		22357
INSURER C : The Hartford		22357
INSURER D : The Hartford		22357
INSURER E : Federal Insurance Co.		20281
INSURER F : Catlin Insurance Co.		

COVERAGES CERTIFICATE NUMBER: REVISION NUMBER:

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.


INSR LTR	TYPE OF INSURANCE	ADD'L SUBR INSD WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
A	<input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR <input checked="" type="checkbox"/> Contractual GEN'L AGGREGATE LIMIT APPLIES PER: <input type="checkbox"/> POLICY <input type="checkbox"/> PRO-JECT <input checked="" type="checkbox"/> LOC OTHER:		12 UUN ZK9897	10/31/2014	10/31/2015	EACH OCCURRENCE \$ 1,000,000 DAMAGE TO RENTED PREMISES (Ea occurrence) \$ 300,000 MED EXP (Any one person) \$ 10,000 PERSONAL & ADV INJURY \$ 1,000,000 GENERAL AGGREGATE \$ 2,000,000 PRODUCTS - COMP/OP AGG \$ 2,000,000
A	AUTOMOBILE LIABILITY <input type="checkbox"/> ANY AUTO <input type="checkbox"/> ALL OWNED AUTOS <input checked="" type="checkbox"/> HIRED AUTOS <input type="checkbox"/> SCHEDULED AUTOS <input checked="" type="checkbox"/> NON-OWNED AUTOS		12 UEN BH0271	10/31/2014	10/31/2015	COMBINED SINGLE LIMIT (Ea accident) \$ 1,000,000 BODILY INJURY (Per person) \$ 1,000,000 BODILY INJURY (Per accident) \$ 1,000,000 PROPERTY DAMAGE (Per accident) \$
A	<input checked="" type="checkbox"/> UMBRELLA LIAB <input checked="" type="checkbox"/> OCCUR <input type="checkbox"/> EXCESS LIAB <input type="checkbox"/> CLAIMS-MADE DED <input checked="" type="checkbox"/> RETENTION \$ 10,000		12 RHU ZK9098	10/31/2014	10/31/2015	EACH OCCURRENCE \$ 10,000,000 AGGREGATE \$ 10,000,000
A	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below	N/A	12 WB GH1066	10/31/2014	10/31/2015	PER STATUTE <input type="checkbox"/> OTH-ER <input type="checkbox"/> E.L. EACH ACCIDENT \$ 1,000,000 E.L. DISEASE - EA EMPLOYEE \$ 1,000,000 E.L. DISEASE - POLICY LIMIT \$ 1,000,000
E	Crime		813243354	10/31/2014	10/31/2015	Limit 1,000,000
F	Professional		CPV2051411014	10/31/2014	10/31/2015	Limit 4,000,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)

PROOF OF INSURANCE ONLY

CERTIFICATE HOLDER

CANCELLATION

SAMPLE.  PROOF OF INSURANCE ONLY	SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.
	AUTHORIZED REPRESENTATIVE 

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**CONSERVATION SERVICE PROVIDER ("CSP") APPLICATION  
FOR REGISTRATION IN THE COMMONWEALTH OF PENNSYLVANIA**

Conservation Service Providers ("CSPs") have a specific role under Act 129, which requires a covered Electric Distribution Company's Energy Efficiency and Conservation (EE&C) plan to include one or more CSPs to implement at least a portion of the EE&C Plan. 66 Pa.C.S. § 2806.1(b)(1)(i)(E). CSPs provide information and technical assistance to EDCs on *measures* that enable a person to increase energy efficiency or reduce energy consumption. CSPs must have no direct or indirect ownership, partnership or other affiliated interest with an EDC. 66 Pa.C.S. § 2806.1 (m). Only registered CSPs may advise an EDC and/or provide consultation, design, or administration or management services to an EDC related to the implementation of the EDC's EE&C Plan. As such, registration of business entities as approved CSPs is required before entering into a contractual agreement with an EDC exclusively for the provision of consultation, design, administration, management or advisory services regarding that EDC's EE&C plan. This registry is not intended as a resource for business, whose sole purpose is the installation of measures, supplying of equipment or other contracting work for use by the general public and EDC customers. If providing such services, registration as a CSP is not required for entering into an agreement with an EDC.

Any CSP subcontractor with an annual contract cost that equals or exceeds 10% of the CSP annual contract cost and is directly performing services pursuant to a contract with a CSP which has contracted with an EDC after Commission approval should also register as a CSP. This does not include third party contractors which participate in or support an EE&C Plan but are not directly contracted with a CSP which has a direct contractual relationship with the EDC subject to Act 129.

To qualify an applicant must have at least two years of experience in providing program consultation, design, administration, management or advisory services related to energy efficiency and conservation services. CSP registration is not required of entities that limit their services to the installation of energy efficiency measures or the provision of equipment or materials to EDC customers or the public in general.

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**I. IDENTITY OF THE APPLICANT**

a. Legal Name of Applicant: **The Cadmus Group, Inc.**

PA PUBLIC UTILITY COMMISSION  
SECRETARY'S BUREAU

Attach proof of compliance with appropriate Pennsylvania Department of State filing requirements.<sup>1</sup>  
**Please see Exhibit 1**

<sup>1</sup> A copy of any document from the Pennsylvania Department of State (Pa. Dept. of State) documenting the Applicant's Pa. Dept. of State entity number is adequate. However, the document must indicate that the Applicant's Pa. Dept. of State registration is "active." Certified copies of Pa. Dept. of State documents are not required.

b. Trade or Commercial or Fictitious Names Used by Applicant (d/b/a)—List all that apply.

The Applicant will be using a fictitious name or doing business as (“d/b/a”). Identify names below. If more space is needed, list names on the back of this page or append list to completed application.

The Applicant will not be using a fictitious name.

c. Applicant Address: **100 5<sup>th</sup> Ave, Suite 100, Waltham, MA 02451**

d. Applicant Telephone No: **617-673-7000**

e. Applicant Email Address: **Alan.Seferian@cadmusgroup.com**

f. Contact Information for Applicant. PLEASE NOTE: Upon approval of this application, this Contact Information will be listed on the Commission’s CSP Registry.

- Name: **Cheryl Callinan**
- Mailing Address: **720 Washington Street. Suite 400, Portland OR 97205**
- Telephone **(503) 467-7103**
- Email Address **Cheryl.Callinan@cadmusgroup.com**

g. Predecessor(s) & Other Names used by Applicant for past five (5) years of date of this application. Provide Name(s), Address(es) and Telephone No.(s).

Check Box if any Predecessor(s) is currently or was previously registered in Pennsylvania as a CSP. If affirmative, please provide Docket No(s). (A-[Year]-[Seven (7) Digits]) and names for all registered CSPs.

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**h. Parent & Subsidiary Companies & Affiliates:**

- Parent Name and Contact Information. Provide name and contact information for parent company. Check Box if any parent company is currently doing business in Pennsylvania as a CSP or Electric Distribution Company (EDC). If "None," do not check the box and answer "None" below.

**None.**

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- Subsidiaries and Contact Information. Provide name and contact information for all subsidiary companies. Check Box if any subsidiary is currently doing business in Pennsylvania as a CSP or Electric Distribution Company (EDC). If "None," do not check the box and answer "None" below.

**None.**

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- Affiliate(s) and Contact Information. Provide name and contact information for all affiliate companies. Check Box if any affiliate is currently doing business in Pennsylvania as a CSP or Electric Distribution Company (EDC). If "None," do not check the box and answer "None" below.

**None.**

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**i. Contracts & Business Partnerships:**

- Check Box if Applicant intends to or has operated under contract with or has partnered with an EDC within the past five (5) years. If "None," do not check the box and answer "None" below.

- Check Box if Applicant intends to or has operated under contract (subcontractor) with or has partnered with a CSP within the past five (5) years. If "None," do not check the box and answer "None" below.

**If any box above is checked, please provide name(s) of EDC(s) and CSP(s) and contact information for each and briefly describe the nature of business services associated with each contract and/or partnership.**

**Cadmus has provided consulting services to PPL Electric Utilities, located at: 827 Hausman Rd., Allentown, PA 18104-9392, Tel: 484.634.3005. Our Contact is: Dirk Chiles, E-mail - dschiles@pplweb.com**

- j. Identify principal officers (owners, executives, partners and/or directors), as appropriate for Applicant's organizational structure. Provide an organizational chart and the names, titles, business addresses and telephone numbers for each office.

(Listed in the following order: Name, Title, Business Address, Phone)

Ian P. Kline, President & CEO, 7700 Old Georgetown Road, Bethesda, MD 20814, (240) 204-6201  
Cindy Shephard, Chief Operating Officer, 7700 Old Georgetown Road, Bethesda, MD, 20814, (240) 204-6228  
Alan V. Seferian, Chief Financial Officer, 100 5th Ave, Suite 100, Waltham, MA 02451 (617) 673-7000  
Hossein Haeri, Senior Vice President, 720 SW Washington St, Suite 400, Portland OR 97206 (503) 467-7140  
Ralph T. Jones, Managing Director 100 5th Ave, Suite 100, Waltham, MA 02451 (617) 673-7000  
Gene E. Fax, Chairman of the Board, 100 5th Ave, Suite 100, Waltham, MA 02451 (617) 673-7000

- k. Attach to this Application a brief biography or single page professional resume for all principal officers and management directly responsible for Applicant's operations.

**See Exhibit 2a & 2b**

- l. Provide Applicant's Employer Identification No. (EIN): **04 -2793755**

2. **REGISTERED AGENT**

- a. If the Applicant does not maintain a principal office in the Commonwealth, the Applicant is required by the Pennsylvania Department of State to designate an approved Registered Agent as its representative in the Commonwealth. Check one of the Boxes below, as applicable:

YES, the Applicant has registered its business with the Pennsylvania Department of State. Following is the Name and Contact information for the Applicant's Department-Approved Registered Agent.

- Registered Agent's Name:  
**National Corporate Research**
- Registered Agent's Mailing Address:  
**661 Spruce Dr, West Chester PA 19382**
- Registered Agent's Telephone:  
**800-221-0102**
- Registered Agent's Email Address:  
**Not available**

- NO, the Applicant has not registered its business with the Pennsylvania Department of State. STOP—To avoid denial of your application and forfeiture of your application fee, you should contact the Pennsylvania Department of State Bureau of Corporations to register as a business entity within the Commonwealth PRIOR TO completion and filing of this application with the Pennsylvania Public Utility Commission.

b. Applicant has registered its business with the Pennsylvania Department of State. Please check appropriate registration type for Applicant as designated with the Department.

- Sole proprietor (15 Pa. C.S. §4124)
- Domestic corporation (none)
- Domestic general partnership (15 Pa. C.S. §4124)
- Domestic limited liability company (15 Pa. C.S. §8913)
- Domestic limited liability partnership (15 Pa. C.S. §8201)
- Foreign corporation (15 Pa. C.S. §4124)
- Foreign general or limited partnership (15 Pa. C.S. §4124)
- Foreign limited liability company (15 Pa. C.S. §8981)
- Foreign limited liability general partnership (15 Pa. C.S. §8211)
- Foreign limited liability limited partnership (15 Pa. C.S. §8211)

c. If Applicant is not domiciled in the Commonwealth of Pennsylvania and is registered as a "foreign" entity as identified in Question 2.b., please identify all other states where applicant is registered and name the appropriate state department(s):

**Please see Exhibit 3**

3. **APPLICANT'S OPERATIONS**

Respond to each of the following four questions relating to Applicant's operations and its technical and financial fitness. Respond to each item and attach any additional information and/or statements to this Application as appropriate.

a. Describe nature of business:

Cadmus' Energy Services Division (ESD) provides expertise in these critical areas:

- Evaluation-Process, Impact, Finance
- Market Characterization & research
- Marketing & Communications
- Planning & Program Design
- Load Forecasting
- Potential Assessment
- Carbon Consulting
- Codes & Standards
- Renewable Energy
- Smart Grid

b. Current status of business (check one):

- Applicant is presently doing business in Pennsylvania  
 Applicant is presently not doing business in Pennsylvania

c. The Applicant proposes to provide the following information and technical services to an EDC. Check all services that apply and identify all EDCs with whom Applicant intends to conduct business.

- |  |                               |
|--|-------------------------------|
| <input checked="" type="checkbox"/> Consultation | EDCs:                         |
| <input checked="" type="checkbox"/> Design       | <b>PPL Electric Utilities</b> |
| <input type="checkbox"/> Administration          | _____                         |
| <input type="checkbox"/> Management              | _____                         |
| <input type="checkbox"/> Advisory                | _____                         |

d. Attach to this Application a copy of any certification(s) or similar documentation that would demonstrate the technical fitness of Applicant, such as membership in trade associations, professional licenses, technical certifications, and/or names of current or past clients with a description of dates and types of services provided by Applicant.  
**Please see Exhibit 4.**

e. Attach to this Application proof of current liability insurance coverage.  
**Please see Exhibit 5.**

4. **COMPLIANCE**

Respond to each of the following Questions. Provide a statement as to the resolution or present status of any such proceedings, if applicable.

- a. In the past three years has the Applicant, the parent company, an affiliate or predecessor or partner (contractor/subcontractor business relationship) of the Applicant, or any person identified by the Applicant in this Application, been investigated or convicted of a crime involving fraud, theft, larceny, deceit, violation of consumer protection law, violation of deceptive trade law or similar activity, whether before an administrative body or in a judicial forum, in which the Applicant, an affiliate, a predecessor of either, or a person identified herein has been a defendant or a respondent?

No

Yes. Provide explanation:

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- b. Is the Applicant, the parent company, an affiliate, or a predecessor of either, currently delinquent with any state or federal taxing authority?

No

Yes. Provide explanation:

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- c. Identify all bankruptcy or liquidation proceedings for the prior three years. If none, state "None" below.

**None.**

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- d. Identify all customer complaints filed with a regulatory or prosecutor agency for the prior three years of the date of this application. In none, state "None" below.

**None.**

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5. **FALSIFICATION**

The Applicant understands that the making of false statement(s) herein may be grounds for denying the Application, or if later discovered, for revoking any authority granted pursuant to the Application. This Application is subject to 18 Pa. C.S. §§4903 and 4904, relating to perjury and falsification in official matters.

Signature of Principal Official: Alan V. Seferian

Official's Name & Title : Alan Seferian, Chief Financial Officer  
(Please Print)

Date : 7/8/15

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*[Faint, illegible stamp]*

APPENDIX A - AFFIDAVIT

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[Commonwealth/State] of MA \_\_\_\_\_ :

: SS.

County of Middlesex \_\_\_\_\_ :

Alan Seferian \_\_\_\_\_, Affiant, being duly [sworn/affirmed] according to law, deposes and says that:

[He/she is the Chief Financial Officer (Office of Affiant) of The Cadmus Group, Inc. (Name of Applicant);]

[That he/she is authorized to and does make this affidavit for said Applicant;]

That the Applicant herein The Cadmus Group, Inc. has the burden of producing information and supporting documentation demonstrating its technical and financial fitness to be registered as a conservation service provider pursuant to Act 129 of 2008.

That the Applicant herein The Cadmus Group, Inc. acknowledges that it has answered the questions on the application correctly, truthfully and completely and has provided supporting documentation as required.

That the Applicant herein The Cadmus Group, Inc. acknowledges that it is under a duty to update information provided in answer to questions on this application and contained in supporting documents.

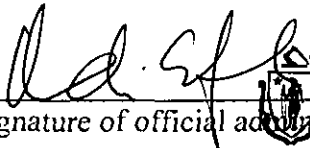
That the Applicant herein The Cadmus Group, Inc. acknowledges that it is under a duty to supplement information provided in answer to questions on this application and contained in supporting documents as requested by the Commission.

That the facts above set forth are true and correct to the best of his/her knowledge, information, and belief, and that he/she expects said Applicant to be able to prove the same at hearing.



Signature of Affiant

Sworn and subscribed before me this 8th day of July, 2015.



**CHUDI EKPUNOBI**  
Notary Public

Signature of official administering Commonwealth of Massachusetts

My Commission Expires

My commission expires: September 4<sup>th</sup>, 2020.

From: (617) 673-7170  
Jing Hoffmann  
The Cadmus Group, Inc.  
100 5th Avenue, Suite 100  
Waltham, MA 02451

Origin ID: BXCA



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Ship Date: 09JUL15  
ActWgt: 1.0 LB  
CAD: 1062333/NET3610

Delivery Address Bar Code



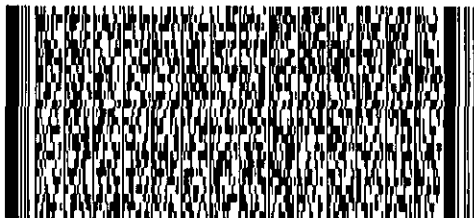
SHIP TO: (717) 783-3835 **BILL SENDER**  
**Rosemary Chiavetta, Secretary**  
**PA Public Utility Commission**  
**400 North Street, 2nd FL., Rm 01**  
**Commonwealth Keystone Building**  
**HARRISBURG, PA 17120**

Ref # 6120-000, 1.2.30 (ESD)  
Invoice #  
PO #  
Dept #

**FRI - 10 JUL 8:00A**  
**FIRST OVERNIGHT**

TRK# 7740 1266 5086

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PA-US  
**MDT**



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