

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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1. IDENTITY OF THE APPLICANT

a. Legal Name of Applicant: **The Cadmus Group LLC**

Attach proof of compliance with appropriate Pennsylvania Department of State filing requirements.¹

Please see exhibit 1

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

¹ 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.

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 5th Avenue, 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 SW Washington St. 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.

A-2009-2106658

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.

Cadmus Holding Company, Inc
None

- 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.

Obsidian Analysis LLC
Meister Consulting Group, Inc
Cadmus Germany
None

- 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

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
FirstEnergy Corp, Located at 76 South Main Street, Akron, OH, 44308

Contact: Rob Martinko, E-mail martinkor@firstenergycorp.com

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-
-
- 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.

Ian P. Kline, President & CEO, 7700 Old Georgetown Road, Bethesda, MD 20814, (240) 204-6201
Sami Khawaji, Senior Vice President
Peter Meister, Senior Vice President
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
Peter Jardin, Corporate and Business Development, 100 5th Ave, Suite 100, Waltham 02451, MA
Ed Miller, Senior Vice President,
Nathan Smith, Senior Vice President,
Henning Banthien, Senior Vice President,
Terry Fry, Senior Vice President, 1901 Harrison Street, Suite 1100, Oakland, CA 94616. (510) 768-8400

- 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.

Please see exhibit 2

Ian P. Kline, President & CEO, 7700 Old Georgetown Road, Bethesda, MD 20814, (240) 204-6201
Cindy Shephard, Chief Operations Officer, 100 5th Ave, Suite 100, Waltham, MA 02451 (617) 673-7000
Terry Fry, Senior Vice President, 1901 Harrison Street, Suite 1100, Oakland, CA 94616. (510) 768-8400

- 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

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.
- Electric Vehicles

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 | PPL Electric Utilities _____ |
| <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:

- 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:

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


None

- 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

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: 

Official's Name & Title : Alan Seferian
(Please Print)

Date : 6/28/2019

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AFFIDAVIT

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[Commonwealth/State] of Massachusetts :

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SS.

County of Middlesex County :

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 LLC (Name of Applicant);]

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

That the Applicant herein The Cadmus Group LLC 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 LLC 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 LLC 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 LLC 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.

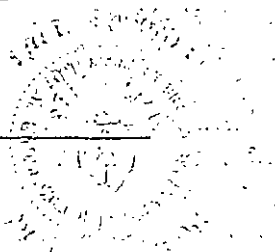
That the facts above set forth are true and correct to the best of his/her knowledge, information, and belief, and that he/she expects said Applicant to be able to prove the same at hearing.

Alan V Seferian
Signature of Affiant

Sworn and subscribed before me this 28th day of June, 2019.

Ad. E. L.
Signature of official administering oath

My commission expires: 9/4/2020



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

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Applicant (Company) Name and Docket No.:

The Cadmus Group LLC

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

Cheryl Callinan

720 SW Washington Street, Suite 400, Portland, OR 97205

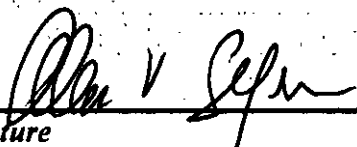
On behalf of the Applicant I am filing with the Commission this Application for Renewal of CSP Registration. There are one or more CHANGES to Applicant's CSP Application of record on file at the Commission at the Docket Number as indicated herein.

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

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


Signature

6/28/2019

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.

APPENDIX A - AFFIDAVIT

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[Commonwealth/State] of Massachusetts :

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ss.

County of Middlesex County :

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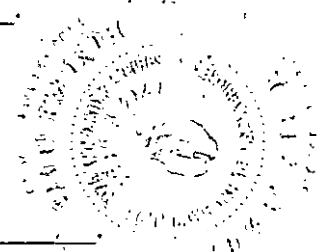
That the facts above set forth are true and correct to the best of his/her knowledge, information, and belief, and that he/she expects said Applicant to be able to prove the same at hearing.

Alan V. Seferian
Signature of Affiant

Sworn and subscribed before me this 28th day of June, 2019.

Alan V. Seferian
Signature of official administering oath

My commission expires: 9/4/2020



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Date: 06/28/2019

Business Name History

Name	Name Type
THE CADMUS GROUP, INC.	Prior Name
THE CADMUS GROUP, LLC	Current Name

Business Entity Details Officers

Name	THE CADMUS GROUP, LLC
Entity Number	2000361
Entity Type	Limited Liability Company
Status	Active
Citizenship	Foreign
Entity Creation Date	01/28/1991
Effective Date	01/28/1991
State Of Inc	DE
Address	%COGENCY GLOBAL INC. Dauphin

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Name	GENE E FAX
Title	TREASURER
Address	100 5TH AVE WALTHAM MA 02451-8703

Name	RALPH T JONES
Title	PRESIDENT
Address	100 5TH AVE WALTHAM MA 02451-8703

Filed Documents

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<input type="checkbox"/>	07/24/2006	FOREIGN BUSINESS CHANGE OF REGISTERED OFFICE 2	2	<input type="text" value="1"/>	\$3.00	<input type="text" value="0"/>	\$40.00	58	9516	2	
<input type="checkbox"/>	07/05/2017	Amendment - Foreign Registration Statement 3	2	<input type="text" value="1"/>	\$3.00	<input type="text" value="0"/>	\$40.00				
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<input type="checkbox"/>	06/28/2019	Index and Docket Report	1	<input type="text" value="1"/>	\$15.00	
<input type="checkbox"/>	06/28/2019	Index and Docket Certified Report	1	<input type="text" value="1"/>	\$55.00	

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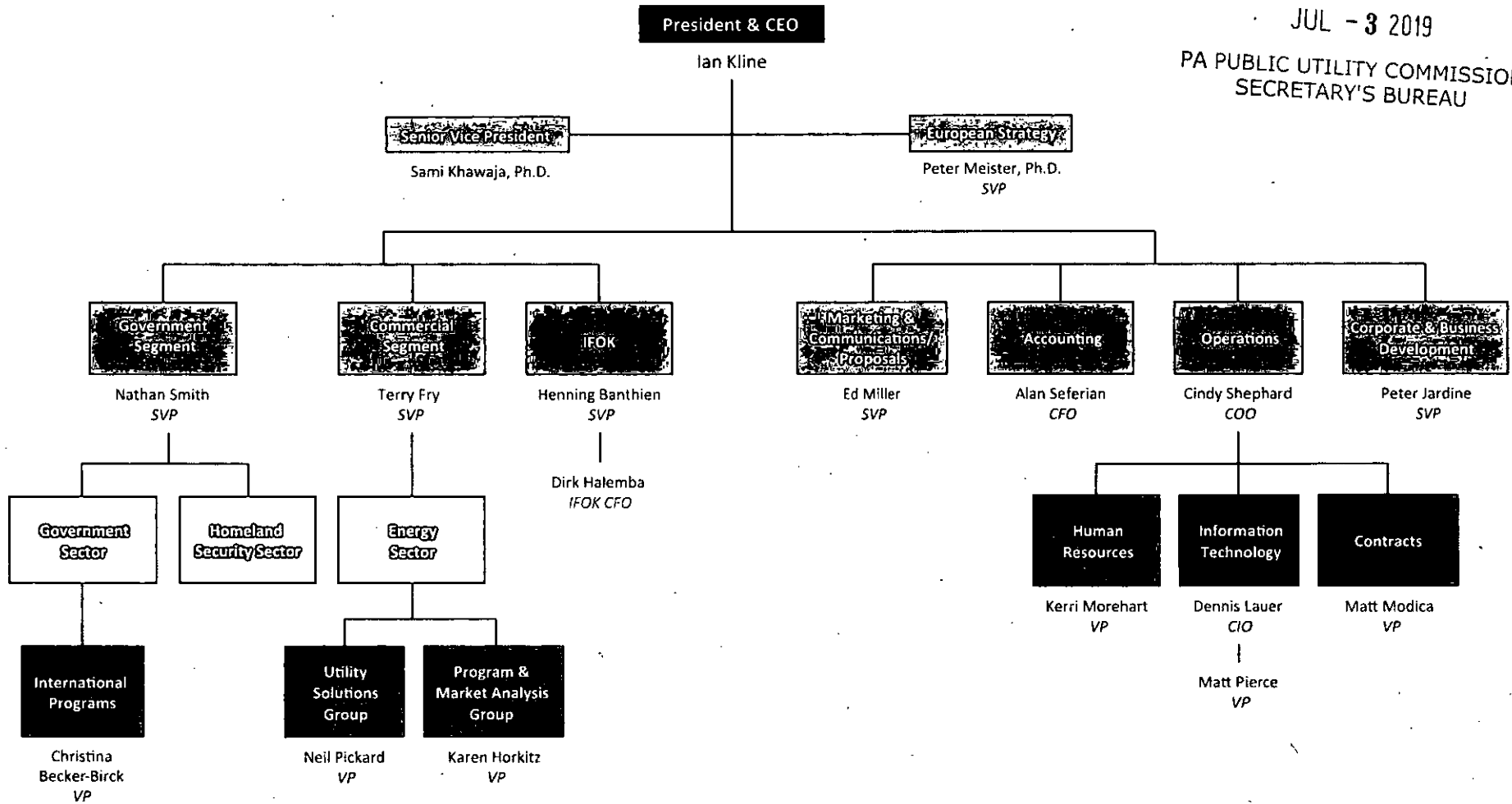
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Chief Operations Officer **Cindy Shephard** has more than 25 years of experience in financial management, operations, and accounting in the government contracting industry. At Cadmus, she is responsible for ensuring that we continuously improve the 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. Shephard 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 Kline, President and Chief Executive Officer

Summary of Professional Experience

Ian Kline, Cadmus president and chief executive officer, has led the firm for nearly 20 years. Mr. Kline designed the strategic vision through which the firm has continually expanded its practice areas and services so its clients can address today's complex, critical environmental challenges. He was responsible for the acquisition of the firm's energy practice and has led its growth to meet the evolving needs of the utility market. He oversees multiyear, multimillion-dollar programs—including the U.S. Environmental Protection Agency's ENERGY STAR® Program, work assignments, and task orders for government and commercial programs. Mr. Kline joined Cadmus in 1995 as an associate, was named a principal in 1999, and became a vice president in 2000. He became president in 2005 and CEO in 2007.

Relevant Experience

Environmental Policy Planning

1996 Safe Drinking Water Act (SDWA) Amendments. Mr. Kline managed Cadmus' part in implementing 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 offering new programs employing innovative, nonregulatory approaches. He helped the U.S. Environmental Protection Agency develop and implement the national Capacity Development program; designed innovative tools for evaluating and improving the technical, managerial, and financial capabilities of proposed and existing public water systems; and developed 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.

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, through which the EPA provides capitalization grants to States, which establish revolving funds that provide low-or no-interest loans to water systems for infrastructure improvements.

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.

Environmental Program Assessment

USEPA Superfund Program Workload Assessment. Mr. Kline directed a multimillion 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. 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.

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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).

Project and Program Management

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.

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 involved development of a detailed workload model covering 14 water quality management program areas (e.g., permitting, enforcement, standards development and implementation, wetlands). Mr. Kline led design and implementation of the process used to develop the workload model and led the data collection effort.

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.

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.

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.

Education and Certifications

PMD, Comprehensive General Management Program, Harvard Business School
MPP Environmental Policy and Management, University of Southern California
AB, Social and Environmental Studies (College Scholar), Cornell University

*Terry M. Fry, Senior Vice President***Summary of Professional Experience**

Terry Fry, senior vice president and director of Energy Services at Cadmus, has led economically efficient energy production and technology deployment initiatives for more than 30 years, and for the last 20 years has worked with governmental and non-governmental entities on energy industry policies and regulations that encourage energy efficiency and renewable energy. He has particular depth in utility resource planning and regulatory practices, focusing on the intersection of customer initiatives, distributed energy resources, and modern grid dynamics.

Before joining Cadmus, Mr. Fry was senior vice president at Nexant, where he directed the utility services division in delivering portfolio EM&V services, turnkey energy efficiency initiatives, and providing solutions in grid modernization, dynamic pricing strategy, demand-side planning and evaluation, and integrated distributed energy resources planning. His career includes management consulting positions focused on demand-side strategy, policy, and institutional capacity building (at Bechtel Technology and Consulting and Barakat & Chamberlin).

Mr. Fry recently completed his fourth term as an appointed Advisor on renewable energy and energy efficiency to the U.S. Commerce Secretary, for whom he provided guidance on clean energy manufacturing, export, and job creation initiatives. He serves as on the Board's Executive Committee of the California Efficiency and Demand Management Council, a business organization that supports energy efficiency and demand response industry firms. He was named by Smart Grid Today as one of its Smart Grid Pioneers, recognizing the top 50 energy leaders who are pioneering changes in the industry.

Relevant Experience*Demand-Side Management EM&V*

Mr. Fry's expertise in EM&V is rooted in project work in the late 1980s and 1990s, when his colleagues and he were developing many of the evaluation protocols and techniques now standard in the industry. He has maintained active participation in both theory and practice, including service on the steering committee of the US Department of Energy's Uniform Methods Project from its inception. His practical experience includes serving as the principal investigator evaluating the \$330 million portfolio of legislatively mandated Peak Load Reduction Program of energy efficiency and demand response initiatives administered by the California Energy Commission, as well as technical oversight of portfolio evaluations of energy efficiency programs implemented by Wisconsin Focus on Energy, Georgia Power, NorthWestern Energy, CPS Energy, and others.

Demand-Side Management Assessment and Integrated Resource Planning

Beginning in the late 1980s, Mr. Fry pioneered many of what are now industry standard theoretical and practical approaches to modeling achievable demand-side management (DSM) scenarios in the context of utility integrated resource planning. Synthesizing both technical and economic attributes of DSM options with market attributes associated with customer behavior, his approaches to assessment and planning readily incorporate external stakeholder review and inputs.

Mr. Fry has directed project teams in support of DSM assessment and integrated resource planning analyses for more than two dozen investor owned and publicly owned North American utility clients, as well as for national government clients in Africa, Asia, and Europe. His facilitation of stakeholder inputs

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to and participation in the planning process has been instrumental in leading to favorable outcomes in obtaining management, regulatory, and stakeholder approvals.

Distributed Energy Policy Strategy

For utility, governmental, and corporate clients, Mr. Fry has directed a wide variety of projects focused on comprehensive policy and portfolio strategies for the effective use of coordinated technology and programmatic initiatives to encourage more widespread acceptance and use of clean energy and grid-integrated technologies. His perspectives on policy are focused on efficient and equitable allocation of distributed energy resources costs and benefits, with comprehensive consideration of energy system technical dynamics and socioeconomic effects. For utility clients, Mr. Fry's command of applied ratemaking principles, coupled with his broad knowledge of emerging national and global trends in market design and regulatory policy, inform his advisory inputs into policy strategy.

Design and Implementation of Customer-Facing Initiatives

Prior to joining Cadmus, Mr. Fry was responsible for the design, launch, and management of some of the largest and most successful programmatic DSM initiatives in North America. In each instance, pre-launch design activities included developing and validating program logic models, determining market outreach and engagement strategies for both customers and trade allies, and supporting regulatory filings and approvals. Mr. Fry then directed translation of these requirements into procedures and training curricula for program staff and allies prior to launch, which typically featured client-branded outreach through multiple media. He oversaw the implementation of single initiative as well as portfolio-wide offerings and was responsible for developing and maintaining centralized functions such as marketing and outreach, enrollment, back-office processing and fulfillment, and reporting. His expertise also includes consideration of process automation solutions which also informs his technical perspectives on opportunities for real time program process evaluation and feedback into program activities.

Mr. Fry has delivered customer initiatives to several clients, including AEP, CenterPoint Energy, ComEd, CPS Energy, Dominion, DTE Energy, LG&E-KU, MidAmerican Energy, PacifiCorp, Pacific Gas & Electric, Southern California Edison, Salt River Project, TVA, Xcel Energy, and Vectren Energy.

Organizational Restructuring and Capacity Development

Having participated in all aspects of resource planning, operational planning, and regulatory strategy development for clients, as well as having developed a multidisciplinary team of planners, doers, and performance analysts, Mr. Fry is uniquely well-qualified in advising clients on how to structure and develop their organizations' dynamic capabilities to meet emerging market and regulatory challenges. He is experienced in objectively considering current and future requirements versus capabilities, insourcing versus outsourcing options, building functional organizations, determining when to buy or build enabling technology solutions, and knowing how best to manage internal and external messaging. His domestic experience includes service on the Steering Committee of California's Energy Sector Workforce Strategy project (2012-2013), as well as project for confidential clients in California, the Pacific Northwest, the Midwest, and the Southeast. He has also served government clients in Africa, East and Southeast Asia, Europe, and the Mideast.

Education and Certifications

MPhil, Economics and Politics of Development, Cambridge University

BS, Mechanical Engineering, Stanford University



Entity Information Report for:
THE CADMUS GROUP LLC

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EXHIBIT 4

Jurisdiction of Formation or Qualification (domestic state listed first)	File Date	Jurisdiction ID# (Jurisdiction ID # if any; not all states issue a #)	Jurisdiction Status	Status As Of	Status Comment
Alabama	10/26/2018	941 - 246	Exists	5/1/2019	Compliance Services: • Annual Report Processing Compliance Services: • Annual Report Processing
Arkansas	11/7/2018	811184394	Good Standing	6/27/2019	Upcoming Compliance Events: • Annual LLC Franchise Tax Report - 05/01/2020 Compliance Services: • Annual Report Processing
California	10/2/2017	201727910251	Active	6/23/2019	Upcoming Compliance Events: • Biennial Statement of Information - 10/31/2019 Compliance Services: • Annual Report Processing
Colorado	2/4/2008	20081073669	Good Standing	6/26/2019	Upcoming Compliance Events: • Business Renewal (Periodic Report) - 04/30/2020 Compliance Services: • Annual Report Processing
Delaware	8/10/2017	6507198	Good Standing	6/21/2019	Upcoming Compliance Events: • Annual Franchise Tax Payment - 06/01/2020 Compliance Services: • Annual Report Processing
District of Columbia	4/25/2018	L00005975782	Active	4/24/2019	Upcoming Compliance Events: • Bi-Annual Report - 04/01/2020 Compliance Services: • Annual Report Processing
Florida	10/26/2018	M18000009716	Active	6/24/2019	Upcoming Compliance Events: • Annual Report - 05/01/2020 Compliance Services: • Annual Report Processing
Hawaii	3/20/2018	191299C6	Active	6/25/2019	Upcoming Compliance Events: • Annual Report - 03/31/2020 Compliance Services: • Annual Report Processing
Idaho	10/3/2017	572265	Exists	6/2/2019	Upcoming Compliance Events: • Annual Report - 10/31/2019 Compliance Services: • Annual Report Processing
Illinois	5/20/2019	07595433	NA	NA	Upcoming Compliance Events: • Annual Report - 04/30/2020 Compliance Services: • Annual Report Processing
Iowa	10/26/2018	565786	Active	6/3/2019	Compliance Services: • Annual Report Processing Compliance Services: • Annual Report Processing
Maine	7/13/2007	20180328FC	Good Standing	5/24/2019	Upcoming Compliance Events: • Annual Report - 06/01/2020 Compliance Services: • Annual Report Processing
Maryland	10/4/2017	Z18310243	Active	6/25/2019	Upcoming Compliance Events: • Personal Property Return and Annual Report - 04/15/2020 Compliance Services: • Annual Report Processing
Massachusetts	8/25/2017	001288180	Active	6/24/2019	Upcoming Compliance Events: • Annual Report - 08/25/2019 Compliance Services: • Annual Report Processing
Michigan	10/10/2017	802116874	Active	6/18/2019	Upcoming Compliance Events: • Annual Statement - 02/15/2020 Compliance Services: • Annual Report Processing
Minnesota	4/13/2018	1012489700027	Active	6/2/2019	Upcoming Compliance Events: • Domestic and Foreign Limited Liability Company Annual Renewal - 12/31/2019 Compliance Services: • Annual Report Processing
Montana	11/3/2017	E1061223	Active Good Standing	5/30/2019	Upcoming Compliance Events: • Annual Report - 04/15/2020 Compliance Services: • Annual Report Processing
New Jersey	11/16/2018	0450324327	Active	6/12/2019	Upcoming Compliance Events: • Corporate Annual Report - 11/30/2019 Compliance Services: • Annual Report Processing
New Mexico	12/20/2017	5581877	Active	5/31/2019	Compliance Services: • Annual Report Processing Compliance Services: • Annual Report Processing
New York	10/30/2018	5434433	Active	6/21/2019	Compliance Services: • Annual Report Processing

					Compliance Services: • Annual Report Processing
North Carolina	11/9/2018	1770748	NA	NA	Upcoming Compliance Events: • Annual Report - 04/15/2020 Compliance Services: • Annual Report Processing
Oregon	10/3/2017	1366378-99	Active	6/26/2019	Upcoming Compliance Events: • Annual Report - 10/03/2019 Compliance Services: • Annual Report Processing
Pennsylvania	10/26/2018	2000361	NA	NA	Compliance Services: • Annual Report Processing
Rhode Island	7/12/2011	001681576	Active	6/16/2019	Upcoming Compliance Events: • Limited Liability Company Annual Report - 11/01/2019 Compliance Services: • Annual Report Processing
South Carolina	12/7/2009		NA	NA	Compliance Services: • Annual Report Processing
Tennessee	5/6/2019	001027317	Active	6/10/2019	Compliance Services: • Annual Report Processing
Utah	3/24/2010	7630645-0161	NA	NA	Compliance Services: • Annual Report Processing
Vermont	10/23/2018	0349169	Active	6/24/2019	Upcoming Compliance Events: • Annual Report - 07/30/2019 Compliance Services: • Annual Report Processing
Virginia	8/29/2017	T071381	Active	6/25/2019	Upcoming Compliance Events: • Annual Registration Fee Assessment Notice - 08/31/2019 Compliance Services: • Annual Report Processing
Washington	6/23/2011	601834678	Active	6/26/2019	Upcoming Compliance Events: • Limited Liability Company License Renewal & Annual Report - 06/30/2019 • Limited Liability Company License Renewal & Annual Report - 06/30/2020 Compliance Services: • Annual Report Processing
Wisconsin	10/16/2018	T078539	Good Standing	6/10/2019	Upcoming Compliance Events: • Annual Report - 03/31/2020

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. COGENCY GLOBAL 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. COGENCY GLOBAL makes no representation, warranty or guarantee as to the information contained in public records. This report reflects information COGENCY GLOBAL received from public records in response to your request. Responsibility for the accuracy and completeness of any public record rests with the filing officer.

California and Pennsylvania required disclaimer language is included in your entity's specific jurisdiction status information screen. Please view these specific disclaimers about Status Dates using the link below. Status date is for informational purposes only and should not be relied upon as or considered an official or certified record.

[Link to State Disclaimers](#)

Client Name	Project Description
Avista Corporation	Impact and Process Evaluation (2011-2014, 2018-2020): Cadmus conducted multi-state evaluation of residential, nonresidential, and low-income natural gas and electric DSM programs. Avista incorporated Cadmus' recommendations into their filing cycle to increase efficiency and savings. Cadmus produced a TRM for Avista's use in program planning and reporting.
Con Edison	Impact Evaluation of Energy Efficiency and Demand Response Programs and Demand Management Program M&V (2012-Present): Cadmus' portfolio evaluation identified demand growth potential to meet policy obligations for the REV demonstration efforts. Cadmus has contributed to the New York TRM.
Consumers Energy	Impact and Process Evaluations for Residential Programs (2009-Present): Cross-cutting portfolio evaluation and research supports regulatory filings, annual certification of portfolio savings, continuous improvement, and engagement with local technical working groups and subcommittees.
Dayton Power & Light	Residential and Commercial/Industrial Portfolio Evaluation (2009-Present): Cadmus provides on-site verification to more than 600 metered residential and commercial sites, provides regulatory support, and assists with PJM RPM capacity market participation. Cadmus has also contributed to the Ohio TRM.
EmPOWER Maryland	EmPOWER Maryland Energy Efficiency Portfolio Evaluation (2010-Present): Cadmus leads the EM&V team for the multi-utility residential program portfolio evaluation. As part of this work, Cadmus has conducted years-long HVAC metering studies and residential light metering studies and has produced HVAC disaggregation analysis of AMI data that was accurate within 1 percent of the end-use metering data.
Georgia Power	Georgia Power Company Demand-Side Analysis Portfolio Evaluation (2007, 2010, 2013, 2016, 2019): In support of the IRP development, Cadmus conducted measure analysis and recommended program designs for commercial, industrial, and residential customers. Cadmus also supported process evaluation to help improve program impact and conducted analysis to establish detailed EE frameworks, savings estimates, and recommended budgets for the portfolio.
Independent Electricity System Operation (IESO)	Residential Portfolio Evaluation (2016-2020): Cadmus supports this evolving portfolio that includes three to eight additional pilot programs each year. Our analysis focuses on market transformation and recommendations for improvement based on identified barriers and opportunities.
Interstate Power and Light	Potential Assessment and Planning (2008-Present): Cadmus assessed technical and economic opportunities for three Iowa IOUs, producing resource potential estimates at the end-use, customer-sector, and service-territory levels. Cadmus incorporated these into two five-year plans and helped secure regulatory approval with the Iowa Utility Board.
NIPSCO ENERGY	DSM Portfolio Evaluation (2016-Present): Cadmus conducts impact and process analysis of the DSM portfolio, which includes residential behavior, appliances, HVAC, income-qualified, upstream lighting, C&I new construction, custom, prescription, small business, and others.
PPL Electric Utilities	EE Portfolio EM&V (2009-Present): Cadmus has evaluated the residential and nonresidential portfolio of programs as well as various pilot programs. Cadmus collaborates closely to ensure that evaluation insights are relevant and actionable, develops and administers regulatory-compliant EM&V plans, participates in technical forums and regulatory proceedings, and offers expert testimony before the commission.
Public Service Commission of Wisconsin	Wisconsin Focus on Energy Evaluation (2011-Present): For this multi-utility, municipal, and electric cooperative statewide EE and renewable portfolio, Cadmus has provided large-scale baseline studies and potential studies. The results of our technical and economic analysis informed policy planning, funding, and goal-setting for the Public Service Commission of Wisconsin. Our data informed updates to Wisconsin's TRM.

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ORIGIN ID:BXCA (978) 673-7165
THE CADMUS GROUP LLC

100 FIFTH AVENUE

WALTHAM, MA 02451
UNITED STATES US

SHIP DATE: 03JUL19
ACTWGT: 0.30 LB
CAD: 4807575/NET4100

BILL SENDER

TO PA PUBLIC UTILITIES COMMISSION

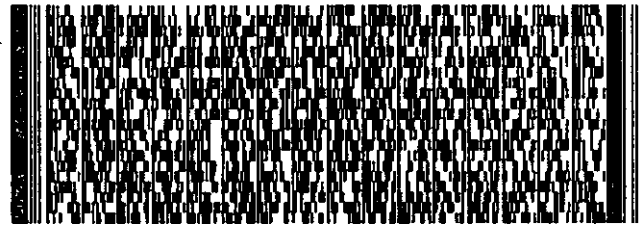
COMMONWEALTH KEYSTONE BUILDING
2ND FLOOR ROOM 01
HARRISBURG PA 17120

(800) 692-7380
INV. PO

REF: 6607.0011.9999.9999.9999

DEPT:

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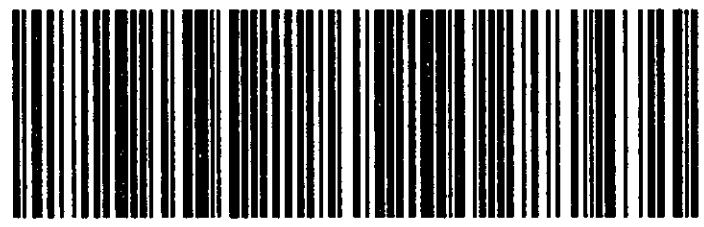


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FedEx Ship Manager - Print Your Label(s)

7/3/2019

After printing this label:

1. Use the 'Print' button on this page to print your label to your laser or inkjet printer.
2. Fold the printed page along the horizontal line.
3. Place label in shipping pouch and affix it to your shipment so that the barcode portion of the label can be read and scanned.

Warning: Use only the printed original label for shipping. Using a photocopy of this label for shipping purposes is fraudulent and could result in additional billing charges, along with the cancellation of your FedEx account number. Use of this system constitutes your agreement to the service conditions in the current FedEx Service Guide, available on fedex.com. FedEx will not be responsible for any claim in excess of \$100 per package, whether the result of loss, damage, delay, non-delivery, misdelivery, or misinformation, unless you declare a higher value, pay an additional charge, document your actual loss, and file a timely claim. Limitations found in the current FedEx Service Guide apply. Your right to recover from FedEx for any loss, including intrinsic value of the package, loss of sales, income interest, profit, attorney's fees, costs, and other forms of damage whether direct, incidental, consequential, or special is limited to the greater of \$100 or the authorized declared value. Recovery cannot exceed actual documented loss. Maximum for items of extraordinary value is \$1,000, e.g. jewelry, precious metals, negotiable instruments and other items listed in our ServiceGuide. Written claims must be filed within strict time limits, see current FedEx Service Guide.