



COMMONWEALTH OF PENNSYLVANIA
PENNSYLVANIA PUBLIC UTILITY COMMISSION
P.O. BOX 3265, HARRISBURG, PA 17105-3265

Application Form for Registration as a Conservation Service Provider (“CSP”) in the Commonwealth of Pennsylvania

- **Contents of Conservation Service Provider Registration Application Package**

- I. Registration Application. (Sections 1-5)
- II. Affidavit (Appendix A)
- III. Proof of Liability Insurance (Applicant required to attach)

- **Instructions**

- Filling out the Application and Labeling Attachments

You may use the attached form to make your application. **(Remove the cover sheets prior to filing.)** If you need more space than is provided on this form or if you are attaching exhibits, state in the relevant section of the body of the application “**see attachment _**” or “**see exhibit _**”. Be sure to **label all attachments and exhibits in correspondence with the relevant section of the application**. Lastly, be sure to answer all questions, including questions that may not be applicable.

Incomplete applications or those missing any attachments are unacceptable for filing and will be returned or delayed for processing until the required information is sent to the Commission’s Secretary’s Bureau.

- **Pertinent Legal Framework for Conservation Service Provider Registration**

Requirements for Conservation Service Providers, 66 Pa.C.S. §§ 2806.1(b)(1)(i)(E), 2806.1(m) & 2806.2.

Referenced law can be found on the Commission website, www.puc.pa.gov, under regulatory information. As well, Title 52 (Public Utilities of the Pa. Code is available online at www.pacode.com. Copies are available from Fry Communications at (717) 766-0211.

- **Change to Information Provided in Application**

The Applicant is under a duty to inform the Commission of a material change in the information provided in the application during the pendency of the application, or while the CSP is operating in Pennsylvania. For more information on what constitutes a material change and when such changes should be reported, use 52 Pa. Code § 54.34 as guidance.

- **Affidavit**

Applicant must complete and submit with this Application and any subsequent documentation submitted to the Commission, such as emails, letters, and written responses to Commission data requests, the attached Affidavit, which must be signed by the Affiant and signed and dated by the official administering the oath, that to the best of the Applicant's knowledge, information and belief that the facts set forth in this Application and all subsequent submissions are true and correct.

- **Fees**

The Applicant must submit a check payable to the Commonwealth of Pennsylvania with this Application. The fee for this Initial Application is \$125. Check should be made payable to the Commonwealth of Pennsylvania.

- **Filing & Signing of Application**

- Hard Copy Filing

To file a hard copy application (first-class mail or in person) with the Pennsylvania Public Utility Commission, **file an ink-signed and verified (via notarized application affidavit – Appendix A) original and one copy** of your entire application, along with any attachments, in person, by overnight delivery service or by first class mail, with your check (if applicable) with the Commission's Secretary's Office in Harrisburg, Pennsylvania at:

Filing In Person or Overnight Delivery:

**Pennsylvania Public Utility Commission
Secretary
Commonwealth Keystone Building,
2nd Floor Room 01
Harrisburg, PA 17120**

or

Filing by First-Class Mail:

**Pennsylvania Public Utility Commission
Secretary
P.O. Box 3265
Harrisburg, PA 17105-3265**

- Electronic Filing (e-filing)

To file an electronic version of the application, visit the Commission's e-filing page and follow the instructions. The page is located at <http://www.puc.pa.gov/efiling/default.aspx>. Also, see 52 Pa. Code Chapters 1 and 5.

IMPORTANT AFFIDAVIT NOTE – Affidavits must be notarized before they are e-filed.

- **Questions**

Questions pertaining to completion of this application may be directed to the Bureau of Technical Utility Services at the above address or you may call the Bureau at the following number: 717-783-5242.

- **Subcontractors**

Any third party individual or commercial entity that is awarded a contract by a registered CSP that is under a sub-contractual obligation to complete work related to an Electric Distribution Company's Act 129 Energy Efficiency and Conservation Plan, whose financial budgetary obligation equals or exceeds 10% of that registered CSP's contract with an Electric Distribution Company, IS required to obtain CSP registration. To confirm whether CSP registration is required under this sub-contractual obligation, the individual or commercial entity should seek the advice of the registered CSP.

- **Confidentiality**

All information disclosed within this application is considered public information unless specifically labeled confidential. You have the responsibility to disclose to the Secretary's Bureau what is privileged or confidential information not otherwise available to the public. You should **submit one copy of all confidential information, on documents stamped "CONFIDENTIAL" at the top in clear and conspicuous letters, in a separate envelope (but still attached to the application) to the Secretary's Office along with the Application.** For more information, see 52 Pa. Code § 54.32(f).

If you have e-filed your application, separately mail in any confidential information specifically identifying that you have e-filed the application. Be sure to specify the Applicant's name, **and provide the e-filing confirmation page.**

COVER PAGES END. PLEASE REMOVE BEFORE FILING.

**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.

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

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.

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 Fifth 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 213.255.3354
- 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
 - Cadmus Europe
- 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.

PPL Utilities located at: 827 Hausman Rd, Allentown PA 18104-9392, Tel: 484.634.3005
Contact : 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

- 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
Dennis Lauer, Chief Information Officer, 3100 Clarendon Blvd., Suite 400, Arlington, VA 22201, (703) 247-6000
Kerri, Morehart, Chief HR Officer, 3100 Clarendon Blvd., Suite 400, Arlington, VA 22201, (703) 989-0026
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, Senior Vice President of Corporate Development, 100 5th Ave, Suite 100, Waltham 02451, MA
Matt Modica, Senior VP-Contracts, 3100 Clarendon Blvd., Suite 400, Arlington, VA 22201, (703) 247-6145
Ed Miller, Senior Vice President, 3100 Clarendon Blvd., Suite 400, Arlington, VA 22201, (703) 247-6104
Nathan Smith, Senior Vice President, 3100 Clarendon Blvd., Suite 400, Arlington, VA 22201, (703) 247-6175
Dr. Hans-Peter Meister, Senior Vice President, Germany
Henning Banthien, Senior Vice President, Germany
Dr. Dirk Rompf, Senior Vice President, Germany
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
Matt Modica, Senior VP-Contracts, 3100 Clarendon Blvd., Suite 400, Arlington, VA 22201, (703) 247-6145

1. 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
 - 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 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 : 6/14/2021

APPENDIX A - AFFIDAVIT

[Commonwealth/State] of Massachusetts :

: 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 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.


Signature of Affiant

Sworn and subscribed before me this 14th day of June, 2021.


Signature of official administering oath



CHUDI C. EKPUNOBI
Notary Public
Commonwealth of Massachusetts
My Commission Expires
August 26, 2027

My commission expires: _____

Exhibit 1

Proof of compliance with appropriate Pennsylvania Department of State filing requirement.

Corporations ▾

Search Business Entities (corpsearch.aspx)

Search UCC Transactions (uccsearch.aspx)

Forms ▾

Contact Corporations (<http://www.dos.pa.gov/BusinessCharities/Pages/default.aspx>)Login (<https://hub.business.pa.gov/login>)Search entity / Select entity / **Order documents**

Order Business Documents



Date: 05/21/2021

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

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

The information presented below is for your reference. To place an order you will need to log in. If you do not have a PENN File account, you may register for an account by clicking here (/Account/Register_account).

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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				
<input type="checkbox"/>	10/26/2018	Transfer of Registration - Foreign 4	2	<input type="text" value="1"/>	\$3.00	<input type="text" value="0"/>	\$40.00				

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<input type="checkbox"/>	05/21/2021	Certificate of Registration	1	<input type="text" value="1"/>	\$40.00	
<input type="checkbox"/>	05/21/2021	Index and Docket Report	1	<input type="text" value="1"/>	\$15.00	
<input type="checkbox"/>	05/21/2021	Index and Docket Certified Report	1	<input type="text" value="1"/>	\$55.00	

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Exhibit 2

- Org. chart
- Resumes for Ian P Kline, Cindy Shepherd, Terry Fry, Matt Modica

President & CEO
Ian Kline

Senior Vice President
Sami Khawaja, Ph.D.

European Strategy
Peter Meister, Ph.D.
SVP

Government Segment
Nathan Smith
SVP

Commercial Segment
Terry Fry
SVP

IFOK
Henning Banthien
SVP
Frank von Zukowski
IFOK CFO

Accounting
Alan Seferian
CFO

Operations
Cindy Shephard
COO

**Marketing & Communications/
Proposals**
Ed Miller
SVP

**Corporate & Business
Development**
Peter Jardine
SVP

Government Sector

Homeland Security Sector

Energy Sector

Director of Analytics
Jim Sprague

Human Resources
Kerri Morehart
VP

Information Technology
Dennis Lauer
CIO

Contracts
Matt Modica
VP

International Programs
Christina Becker-Birck
VP

Sales
Peter Noland
VP

Utility Solutions Group
Neil Pickard
VP

Program & Market Analysis Group
Karen Horkitz
VP

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.

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

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](#).

Terry M. Fry, Senior Vice President

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 nongovernmental 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 is presently serving his fifth 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 is the past Chairman and continues to serve on the Board of the California Efficiency and Demand Management Council, a business organization that represents more than 80 of the country's leading 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 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 to and participation in the planning process has been instrumental in leading to favorable outcomes in obtaining management, regulatory, and stakeholder approvals.

Education and Certifications

MPhil, Economics and Politics of Development, Cambridge University
BS, Mechanical Engineering, Stanford University

Education and Certifications

B.A., Sociology, Temple University, Philadelphia, Pennsylvania

Professional Experience and Qualifications

Matthew Modica, a Cadmus vice president, leads the Contracts and Subcontracts team. Mr. Modica has over 25 years of experience in managing contracts, subcontracts, and procurement and considerable experience with supporting mergers and acquisitions (M&A)-related due diligence activities and managing professional development initiatives related to the contacts and procurement function.

Prior to joining Cadmus, Mr. Modica was vice president and director of contracts for SRA International's \$700-million Health and Civil Group. He held various positions at SAIC that involved contract and procurement/subcontracts management, professional development, support for M&A, and process improvement and also served as the compliance officer and business manager for a subsidiary specializing in medical fraud, waste and abuse detection, investigation, and mitigation

Relevant Experience

- ***Cadmus (January 2016–present):*** As vice president of contracts, responsible for the overall management of all contract, subcontract, and procurement activities across all sectors of the company. Leads team that partners with Cadmus business leaders to develop thoughtful and creative solutions to business needs while protecting the company's interests. Specific activities include development and negotiation of complex agreements, support, review, and approval of contract, subcontract and proposal actions, performance of risk assessments and development of risk mitigation strategies, and support for M&A activities.
- ***SRA International (2008–2015):*** As the director of contracts for SRA's (now CSRA) Health & Civil Group, was responsible for management of contracts, subcontracts, and procurement functions for more than \$700 million portfolio of programs in support of the group and its business areas. Led staff focused on mitigating risk to the company, while supporting the business areas with successful execution of firm's business initiatives and proactive support for growth initiatives. Additional responsibilities included supporting various corporate initiatives to include M&A, DCAA Audits, and professional development.
- ***MEDPROTECT LLC, and SAIC Company (2006–2008):*** Served as the company's vice president and business and compliance manager, was responsible for oversight of all administrative functions for the company as well as ensuring compliance with company and government policies and regulations. Managed the implementation of all activities required for the successful establishment of MEDPROTECT LLC, a then-new subsidiary of SAIC. Established and oversaw written policies providing operational and administrative guidance to all MEDPROTECT employees, provided management of all administrative functions within the LLC, to include contract and subcontract administration, finance, pricing, accounts receivable/payable, human resources and project control support.

- ***Science Applications International Corporation (SAIC) (2004–2006)***: Served as vice president corporate procurement and contract, responsibilities included coordination and management of procurement related business process improvement projects, utilizing Six Sigma and other process improvement methodologies. Additional duties included development and delivery of various contracts and procurement-related training courses for SAIC personnel on an as-needed basis and providing contracts-related support on a variety of acquisitions to include due diligence, novation preparation, and integration activities.
- ***Science Applications International Corporation (SAIC)(July 2001–February 2004)***: Served as vice president and sector director of contracts and procurement, responsible for the management of the contract and procurement functions for the Technology Applications Sector of SAIC through subordinate contracts and procurement managers. Specific responsibilities included defining and implementing sector policies relative to contracts and procurement compliance with corporate policies and procedures, staff training, and other professional development activities, risk review, assessment and mitigation planning, leading and managing the contracts and procurement teams for all M&A-related activities in the sector to include due diligence, integration and novation of associated contracts.
- ***Science Applications International Corporation (SAIC) (July 1998–July 2001)***: Served as vice president sector procurement director, responsible for management of all procurement activities, and assisting with the management of all contracting activities for the Technology Applications Sector. Specific responsibilities included defining and implementing sector policies relative to contracts and procurement compliance with corporate policies and procedures, staff training and other professional development activities, risk review, assessment, and mitigation planning.
- ***User Technology Associates (October 1996–July 1998)***: Served as a contracts and facility manager for the company, responsibilities included providing general contract and subcontract management and administration, including supervisory responsibilities related to preparation and solicitation of cost proposals, negotiation of teaming agreements, contracts and subcontracts, developing cost strategies, and drafting terms and conditions.
- ***Science Applications International Corporation (SAIC) (July 1989–October 1996)***: Served as a subcontract administrator, contract administrator, and eventually a senior contract administrator, his responsibilities included vendor development and selection, cost and price analysis, preparation of cost proposals, negotiation of various agreements, developing cost strategies, drafting terms and conditions for proposals with an emphasis on mitigating potential contractual risk and negotiating contracts.

Professional Memberships and Associations

National Contract Management Association

Exhibit 3

- Entity List



Entity Information Report for Group:
THE CADMUS GROUP LLC

Entity Name	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
CADMUS HOLDING COMPANY, INC.	Massachusetts	07.28.17	001284416	Active	5.17.2021	Compliance Services: • Annual Report Processing Upcoming Compliance Events: • Annual Report - 07/15/2021
CADMUS HOLDING COMPANY, INC.	North Carolina	03.25.19	1822398	Active	5.15.2021	Compliance Services: • Annual Report Processing Upcoming Compliance Events: • Annual Report - 08/15/2021
MEISTER CONSULTANTS GROUP, INC.	Delaware	06.02.08	4555343	Good Standing	5.16.2021	Compliance Services: • Annual Report Processing Upcoming Compliance Events: • Annual Report and Franchise Tax Payment - 03/01/2022
MEISTER CONSULTANTS GROUP, INC.	California	09.13.17	C4063463	Active	5.15.2021	Compliance Services: • Annual Report Processing Upcoming Compliance Events: • Statement of Information - 09/30/2021
MEISTER CONSULTANTS GROUP, INC.	Colorado	05.22.13	20131301168	Good Standing	5.21.2021	Compliance Services: • Annual Report Processing Upcoming Compliance Events: • Business Renewal (Periodic Report) - 12/31/2021
MEISTER CONSULTANTS GROUP, INC.	Idaho	09.13.17	632552	Good Standing	5.2.2021	Compliance Services: • Annual Report Processing Upcoming Compliance Events: • Annual Report - 09/30/2021
MEISTER CONSULTANTS GROUP, INC.	Massachusetts	08.14.08	000984254	Active	5.17.2021	Compliance Services: • Annual Report Processing Upcoming Compliance Events: • Annual Report - 03/15/2022
OBSIDIAN ANALYSIS, LLC	Delaware	03.01.10	4794064	Good Standing	5.16.2021	Compliance Services: • Annual Report Processing Upcoming Compliance Events: • Annual Franchise Tax Payment - 06/01/2021 • Annual Franchise Tax Payment - 06/01/2022
OBSIDIAN ANALYSIS, LLC	Virginia	08.29.17	T0713828	Active	Active	Compliance Services: • Annual Report Processing Upcoming Compliance Events: • Annual Registration Fee Assessment Notice - 08/31/2021
THE CADMUS GROUP LLC	Delaware	08.10.17	6507198	Good Standing	5.16.2021	Compliance Services: • Annual Report Processing Upcoming Compliance Events: • Annual Franchise Tax Payment - 06/01/2021 • Annual Franchise Tax Payment - 06/01/2022
THE CADMUS GROUP LLC	New Mexico	12.20.17	5581877	Active	5.4.2021	Compliance Services: • Annual Report Processing
THE CADMUS GROUP LLC	Alabama	10.26.18	941 - 246	Active	5.1.2021	Compliance Services: • Annual Report Processing

THE CADMUS GROUP LLC	Alaska	04.10.20	10130255	Good Standing	4.26.2021	Compliance Services: • Annual Report Processing
THE CADMUS GROUP LLC	Arkansas	11.07.18	811184394	Good Standing	5.23.2021	Upcoming Compliance Events: • Biennial - 01/02/2022 Compliance Services: • Annual Report Processing
THE CADMUS GROUP LLC	California	10.02.17	201727910251	Active	5.16.2021	Upcoming Compliance Events: • Annual LLC Franchise Tax Report - 05/01/2022 Compliance Services: • Annual Report Processing
THE CADMUS GROUP LLC	Colorado	02.04.08	20081073669	Good Standing	5.21.2021	Upcoming Compliance Events: • Biennial Statement of Information - 10/31/2021 Compliance Services: • Annual Report Processing
THE CADMUS GROUP LLC	District of Columbia	04.25.18	L00005975782	Active	5.19.2021	Upcoming Compliance Events: • Business Renewal (Periodic Report) - 04/30/2022 Compliance Services: • Annual Report Processing
THE CADMUS GROUP LLC	Florida	10.26.18	M18000009716	Active	4.3.2021	Upcoming Compliance Events: • Bi-Annual Report - 04/01/2022 Compliance Services: • Annual Report Processing
THE CADMUS GROUP LLC	Hawaii	03.20.18	191299C6	Active	5.17.2021	Upcoming Compliance Events: • Annual Report - 05/01/2022 Compliance Services: • Annual Report Processing
THE CADMUS GROUP LLC	Idaho	10.03.17	572265	Active	5.2.2021	Upcoming Compliance Events: • Annual Report - 03/31/2022 Compliance Services: • Annual Report Processing
THE CADMUS GROUP LLC	Illinois	05.20.19	07595433	Good Standing	5.7.2021	Upcoming Compliance Events: • Annual Report - 10/31/2021 Compliance Services: • Annual Report Processing
THE CADMUS GROUP LLC	Iowa	10.26.18	585786	Active	5.10.2021	Upcoming Compliance Events: • Annual Report - 04/30/2022 Compliance Services: • Annual Report Processing
THE CADMUS GROUP LLC	Maine	07.13.07	20180328FC	Good Standing	4.30.2021	Upcoming Compliance Events: • Annual Report - 06/01/2021 • Annual Report - 06/01/2022 Compliance Services: • Annual Report Processing
THE CADMUS GROUP LLC	Maryland	10.04.17	Z18310243	Active	5.18.2021	Upcoming Compliance Events: • Personal Property Return and Annual Report - 04/15/2022 Compliance Services: • Annual Report Processing
THE CADMUS GROUP LLC	Massachusetts	08.25.17	001288180	Active	5.17.2021	Upcoming Compliance Events: • Annual Report - 08/25/2021 Compliance Services: • Annual Report Processing
THE CADMUS GROUP LLC	Michigan	10.10.17	802116874	Active	5.18.2021	Upcoming Compliance Events: • Annual Statement - 02/15/2022

THE CADMUS GROUP LLC	Minnesota	04.13.18	1012489700027	Active	5.4.2021	Compliance Services: • Annual Report Processing Upcoming Compliance Events: • Domestic and Foreign Limited Liability Company Annual Renewal - 12/31/2021 Compliance Services: • Annual Report Processing
THE CADMUS GROUP LLC	Montana	11.03.17	E1061223	Active	3.12.2021	Upcoming Compliance Events: • Annual Report - 04/15/2022 Compliance Services: • Annual Report Processing
THE CADMUS GROUP LLC	New Hampshire	08.10.17	152164	Good Standing	5.8.2021	Upcoming Compliance Events: • Annual Report - 04/01/2022 Compliance Services: • Annual Report Processing
THE CADMUS GROUP LLC	New Jersey	11.16.18	0450324327	Active	5.12.2021	Upcoming Compliance Events: • Corporate Annual Report - 11/30/2021
THE CADMUS GROUP LLC	New York	10.30.18	5434433	Active	5.21.2021	Compliance Services: • Annual Report Processing Compliance Services: • Annual Report Processing
THE CADMUS GROUP LLC	North Carolina	11.09.18	1770748	Active	5.15.2021	Upcoming Compliance Events: • Annual Report - 04/15/2022 Compliance Services: • Annual Report Processing
THE CADMUS GROUP LLC	Oregon	10.03.17	1366378-99	Active	5.19.2021	Upcoming Compliance Events: • Annual Report - 10/03/2021 Compliance Services: • Annual Report Processing
THE CADMUS GROUP LLC	Pennsylvania	10.26.18	2000361	Active	11.6.2020	Upcoming Compliance Events: • Decennial Report Of Association Continued Existence - 12/31/2021 Compliance Services: • Annual Report Processing
THE CADMUS GROUP LLC	Rhode Island	07.12.11	001681576	Active	5.3.2021	Upcoming Compliance Events: • Limited Liability Company Annual Report - 11/01/2021
THE CADMUS GROUP LLC	South Carolina	12.07.09		Good Standing	10.7.2020	Compliance Services: • Annual Report Processing Compliance Services: • Annual Report Processing
THE CADMUS GROUP LLC	Tennessee	05.06.19	001027317	Active	5.16.2021	Upcoming Compliance Events: • Annual Report - 08/01/2021 Compliance Services: • Annual Report Processing
THE CADMUS GROUP LLC	Texas	01.12.21	0803899535	Active	5.20.2021	Upcoming Compliance Events: • Franchise Tax Report - 05/15/2022 Compliance Services: • Annual Report Processing
THE CADMUS GROUP LLC	Utah	03.24.10	7630645-0161	Active	4.30.2021	Upcoming Compliance Events: • Annual Report / Renewal Form - 03/31/2022 Compliance Services: • Annual Report Processing
THE CADMUS GROUP LLC	Vermont	10.23.18	0349169	Active	5.21.2021	Upcoming Compliance Events: • Annual Report - 07/30/2021 Compliance Services: • Annual Report Processing
THE CADMUS GROUP LLC	Virginia	08.29.17	T0713810	Active	5.1.2021	Upcoming Compliance Events: • Annual Registration Fee Assessment Notice - 08/31/2021

THE CADMUS GROUP LLC	Washington	06.23.11	601834678	Active	5.21.2021	Compliance Services: • Annual Report Processing
THE CADMUS GROUP LLC	Wisconsin	10.16.18	T078539	Good Standing	5.10.2021	Upcoming Compliance Events: • Annual Report - 03/31/2022
THE CADMUS GROUP, INC.	Massachusetts	05.26.83	042793755	NA	NA	NA
THE CADMUS GROUP, INC.	Alabama	02.26.09	941 - 246	NA	NA	NA
THE CADMUS GROUP, INC.	Alaska	04.23.10	128008	NA	NA	NA
THE CADMUS GROUP, INC.	Arkansas	08.27.10	800184161	NA	NA	NA
THE CADMUS GROUP, INC.	California	04.01.93	C1856215	NA	NA	NA
THE CADMUS GROUP, INC.	Colorado	02.04.08	20081073669	NA	NA	NA
THE CADMUS GROUP, INC.	Florida	08.03.06	F06000005129	NA	NA	NA
THE CADMUS GROUP, INC.	Hawaii	09.15.09	40981F1	NA	NA	NA
THE CADMUS GROUP, INC.	Idaho	08.10.15	C206807	NA	NA	NA
THE CADMUS GROUP, INC.	Iowa	06.04.03	280424	NA	NA	NA
THE CADMUS GROUP, INC.	Maine	07.13.07	20080038 F	NA	NA	NA
THE CADMUS GROUP, INC.	Maryland	07.18.94	F03929593	NA	NA	NA
THE CADMUS GROUP, INC.	Michigan	11.23.15	60833X	NA	NA	NA
THE CADMUS GROUP, INC.	Minnesota	09.23.14	784457400028	NA	NA	NA
THE CADMUS GROUP, INC.	Montana	12.31.02	F040588	NA	NA	NA
THE CADMUS GROUP, INC.	Nebraska	07.26.07	10100640	NA	NA	NA
THE CADMUS GROUP, INC.	Nevada	08.25.10	E0414122010-0	Revoked	5.16.2021	Upcoming Compliance Events: • Annual List of Officers Directors and Registered Agent and State Business License Application - 08/31/2021
THE CADMUS GROUP, INC.	New Hampshire	10.26.90	152164	NA	NA	NA
THE CADMUS GROUP, INC.	New York	12.15.15	4864110	NA	NA	NA
THE CADMUS GROUP, INC.	North Carolina	08.13.91	0292011	NA	NA	NA
THE CADMUS GROUP, INC.	Oklahoma	05.12.14	2312454790	Active	5.1.2021	Upcoming Compliance Events: • Franchise Tax - 07/01/2021
THE CADMUS GROUP, INC.	Oregon	02.08.08	496483-97	NA	NA	NA
THE CADMUS GROUP, INC.	Pennsylvania	01.28.91	2000361	NA	NA	NA
THE CADMUS GROUP, INC.	Rhode Island	07.12.11	000690312	NA	NA	NA
THE CADMUS GROUP, INC.	South Carolina	12.07.09		NA	NA	NA
THE CADMUS GROUP, INC.	Utah	03.24.10	7630645-0143	NA	NA	NA
THE CADMUS GROUP, INC.	Vermont	04.04.05	0080350	NA	NA	NA
THE CADMUS GROUP, INC.	Virginia	10.02.87	F0555468	NA	NA	NA
THE CADMUS GROUP, INC.	Washington	06.23.11	601834678	NA	NA	NA
THE CADMUS GROUP, INC.	Wisconsin	04.27.10	T050909	NA	NA	NA

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 data is for informational purposes only and should not be relied upon as, or considered, an official or certified record.



Name History and Alternate Name Report for Group: THE CADMUS GROUP LLC

Entity Name	Entity Name History (lists name changes in domestic state, if any)	Entity Name History Effective Date
CADMUS HOLDING COMPANY, INC.	CADMUS HOLDING COMPANY, INC.	07.28.17
MEISTER CONSULTANTS GROUP, INC.	MEISTER CONSULTANTS GROUP, INC.	06.02.08
OBSIDIAN ANALYSIS, LLC	OBSIDIAN ANALYSIS, LLC	03.01.10
THE CADMUS GROUP LLC	THE CADMUS GROUP LLC	12.20.17
THE CADMUS GROUP LLC	THE CADMUS GROUP LLC	08.10.17
THE CADMUS GROUP, INC.	THE CADMUS GROUP, INC.	

Entity Name	Alternate Name	Alternate Name Jurisdiction
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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.

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[Link to State Disclaimers](#)



**COGENCY GLOBAL Services Report for Group:
THE CADMUS GROUP LLC**

Entity Name	Jurisdiction	File Date	Jurisdiction ID # (if any; not all states issue a #)	COGENCY GLOBAL Service Provided	COGENCY GLOBAL Appointment Date	Renewal Month
CADMUS HOLDING COMPANY, INC.	Massachusetts	07.28.17	001284416	Statutory Representation	07.28.17	November
CADMUS HOLDING COMPANY, INC.	North Carolina	03.25.19	1822398	Statutory Representation	03.25.19	November
MEISTER CONSULTANTS GROUP, INC.	Delaware	06.02.08	4555343	Statutory Representation	10.18.18	October
MEISTER CONSULTANTS GROUP, INC.	California	09.13.17	C4063463	Statutory Representation	10.11.18	October
MEISTER CONSULTANTS GROUP, INC.	Colorado	05.22.13	20131301168	Statutory Representation	10.11.18	October
MEISTER CONSULTANTS GROUP, INC.	Idaho	09.13.17	632552	Statutory Representation	10.23.18	October
MEISTER CONSULTANTS GROUP, INC.	Massachusetts	08.14.08	000984254	Statutory Representation	10.18.18	October
OBSIDIAN ANALYSIS, LLC	Delaware	03.01.10	4794064	Statutory Representation	06.04.19	August
OBSIDIAN ANALYSIS, LLC	Virginia	08.29.17	T0713828	Statutory Representation	08.29.17	August
THE CADMUS GROUP LLC	Delaware	08.10.17	6507198	Statutory Representation	04.06.18	November
THE CADMUS GROUP LLC	New Mexico	12.20.17	5581877	Statutory Representation	12.20.17	November
THE CADMUS GROUP LLC	Alabama	10.26.18	941 - 246	Statutory Representation	10.26.18	November
THE CADMUS GROUP LLC	Alaska	04.10.20	10130255	Statutory Representation	04.10.20	November
THE CADMUS GROUP LLC	Arkansas	11.07.18	811184394	Statutory Representation	11.07.18	November
THE CADMUS GROUP LLC	California	10.02.17	201727910251	Statutory Representation	10.02.17	November
THE CADMUS GROUP LLC	Colorado	02.04.08	20081073669	Statutory Representation	10.03.17	November
THE CADMUS GROUP LLC	District of Columbia	04.25.18	L00005975782	Statutory Representation	04.25.18	November
THE CADMUS GROUP LLC	Florida	10.26.18	M18000009716	Statutory Representation	10.26.18	November
THE CADMUS GROUP LLC	Hawaii	03.20.18	191299C6	Statutory Representation	03.20.18	November
THE CADMUS GROUP LLC	Idaho	10.03.17	572265	Statutory Representation	10.03.17	November
THE CADMUS GROUP LLC	Illinois	05.20.19	07595433	Statutory Representation	05.20.19	November
THE CADMUS GROUP LLC	Iowa	10.26.18	585786	Statutory Representation	10.26.18	November
THE CADMUS GROUP LLC	Maine	07.13.07	20180328FC	Statutory Representation	09.29.10	November
THE CADMUS GROUP LLC	Maryland	10.04.17	Z18310243	Statutory Representation	10.04.17	November
THE CADMUS GROUP LLC	Massachusetts	08.25.17	001288180	Statutory Representation	08.25.17	November
THE CADMUS GROUP LLC	Michigan	10.10.17	802116874	Statutory Representation	10.10.17	November
THE CADMUS GROUP LLC	Minnesota	04.13.18	1012489700027	Statutory Representation	04.13.18	November
THE CADMUS GROUP LLC	Montana	11.03.17	E1061223	Statutory Representation	11.03.17	November
THE CADMUS GROUP LLC	New Hampshire	08.10.17	152164	Statutory Representation	01.09.20	November
THE CADMUS GROUP LLC	New Jersey	11.16.18	0450324327	Statutory Representation	11.16.18	November
THE CADMUS GROUP LLC	New York	10.30.18	5434433	Statutory Representation	10.30.18	November
THE CADMUS GROUP LLC	North Carolina	11.09.18	1770748	Statutory Representation	11.09.18	November
THE CADMUS GROUP LLC	Oregon	10.03.17	1366378-99	Statutory Representation	10.03.17	November
THE CADMUS GROUP LLC	Pennsylvania	10.26.18	2000361	Statutory Representation	01.28.91	November
THE CADMUS GROUP LLC	Rhode Island	07.12.11	001681576	Statutory Representation	02.16.18	November
THE CADMUS GROUP LLC	South Carolina	12.07.09		Statutory Representation	10.26.18	November
THE CADMUS GROUP LLC	Tennessee	05.06.19	001027317	Statutory Representation	05.06.19	November
THE CADMUS GROUP LLC	Texas	01.12.21	0803899535	Statutory Representation	01.12.21	November
THE CADMUS GROUP LLC	Utah	03.24.10	7630645-0161	Statutory Representation	10.23.18	November
THE CADMUS GROUP LLC	Vermont	10.23.18	0349169	Statutory Representation	10.23.18	November
THE CADMUS GROUP LLC	Virginia	08.29.17	T0713810	Statutory Representation	08.29.17	November
THE CADMUS GROUP LLC	Washington	06.23.11	601834678	Statutory Representation	04.27.18	November

THE CADMUS GROUP LLC	Wisconsin	10.16.18	T078539	Statutory Representation	10.16.18	November
THE CADMUS GROUP, INC.	Massachusetts	05.26.83	042793755	Statutory Representation	09.28.10	November
THE CADMUS GROUP, INC.	Alabama	02.26.09	941 - 246	Statutory Representation	09.29.10	November
THE CADMUS GROUP, INC.	Alaska	04.23.10	128008	Statutory Representation	01.31.11	November
THE CADMUS GROUP, INC.	Arkansas	08.27.10	800184161	Statutory Representation	08.27.10	November
THE CADMUS GROUP, INC.	California	04.01.93	C1856215	Statutory Representation	08.30.13	November
THE CADMUS GROUP, INC.	Colorado	02.04.08	20081073669	Statutory Representation	10.25.10	November
THE CADMUS GROUP, INC.	Florida	08.03.06	F06000005129	Statutory Representation	09.28.10	November
THE CADMUS GROUP, INC.	Hawaii	09.15.09	40981F1	Statutory Representation	09.28.10	November
THE CADMUS GROUP, INC.	Idaho	08.10.15	C206807	Statutory Representation	08.10.15	November
THE CADMUS GROUP, INC.	Iowa	06.04.03	280424	Statutory Representation	09.28.10	November
THE CADMUS GROUP, INC.	Maine	07.13.07	20080038 F	Statutory Representation	09.29.10	November
THE CADMUS GROUP, INC.	Maryland	07.18.94	F03929593	Statutory Representation	09.29.10	November
THE CADMUS GROUP, INC.	Michigan	11.23.15	60833X	Statutory Representation	11.23.15	November
THE CADMUS GROUP, INC.	Minnesota	09.23.14	784457400028	Statutory Representation	09.23.14	November
THE CADMUS GROUP, INC.	Montana	12.31.02	F040588	Statutory Representation	09.28.10	November
THE CADMUS GROUP, INC.	Nebraska	07.26.07	10100640	Statutory Representation	02.02.11	November
THE CADMUS GROUP, INC.	Nevada	08.25.10	E0414122010-0	Statutory Representation	08.25.10	November
THE CADMUS GROUP, INC.	New Hampshire	10.26.90	152164	Statutory Representation	01.18.12	November
THE CADMUS GROUP, INC.	New York	12.15.15	4864110	Statutory Representation	07.23.18	November
THE CADMUS GROUP, INC.	North Carolina	08.13.91	0292011	Statutory Representation	12.16.10	November
THE CADMUS GROUP, INC.	Oklahoma	05.12.14	2312454790	Statutory Representation	05.12.14	November
THE CADMUS GROUP, INC.	Oregon	02.08.08	496483-97	Statutory Representation	09.28.10	November
THE CADMUS GROUP, INC.	Pennsylvania	01.28.91	2000361	Statutory Representation	07.05.17	November
THE CADMUS GROUP, INC.	Rhode Island	07.12.11	000690312	Statutory Representation	07.12.11	November
THE CADMUS GROUP, INC.	South Carolina	12.07.09		Statutory Representation	09.28.10	November
THE CADMUS GROUP, INC.	Utah	03.24.10	7630645-0143	Statutory Representation	12.16.10	November
THE CADMUS GROUP, INC.	Vermont	04.04.05	0080350	Statutory Representation	12.16.10	November
THE CADMUS GROUP, INC.	Virginia	10.02.87	F0555468	Statutory Representation	12.15.10	November
THE CADMUS GROUP, INC.	Washington	06.23.11	601834678	Statutory Representation	06.23.11	November
THE CADMUS GROUP, INC.	Wisconsin	04.27.10	T050909	Statutory Representation	02.21.17	November

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.

Exhibit 4

- Membership to associations
- List of current/past clients with a description of dates and types of services.

Exhibit 4

Memberships
Grid Forward
ACEEE
MEEA
<i>Lines, Up Inc.</i>
AEE
SEPA
NECEC
CEDMC
Calstart, Inc.
Peakload Mgmt Alliance
National Association of State
USGBC
Stitching Global Report
ZPRYME

Exhibit 4b

Evaluation, Measurement, and Verification Experience	Project Description(s)	Period of Performance
Alliant Energy	Sense Home Energy Monitoring Pilot	2017-present
	Evaluation of Income Qualified Program	
Ameren Illinois	Residential and Business Portfolio Evaluation	2009-present
Ameren Missouri	Residential Portfolio Evaluation	2009-2019
	Residential Lighting Study	2013-2017
Avista Corporation	Impact and Process Portfolio Evaluation	2011-2014, 2017-present
BC Hydro	Measurement & Verification of CEM New Construction Projects	2016-present
Black Hills Energy	Energy Efficiency Planning and Annual Status Reports	2004-2020
California Public Utility Commission	Codes and Standards Program Impact Evaluation	2006-2017
CLEARresult	NMEC M&V Guidelines	2018-2019
Connecticut Energy Efficiency Board	Home Energy Solutions and Home Energy Solutions- Income Eligible Programs Evaluation	2015-2016
Consolidated Edison and Orange & Rockland	Residential and Nonresidential Impact Evaluations	2013-present
	Demand Management Monitoring and Verification	2013-present
	Process Evaluation	2018-present
Consumers Energy	Portfolio Evaluation	2009-present
	Impact and Process Evaluation of Residential Programs	2009-2022
	Peak Time of Use Pricing Options Program Evaluation	2017-present
	Impact Evaluation of Dynamic Peak Pricing Program	2016-present
	Income Qualified Program Evaluation	2010-present
	Home Energy Reports Pilot	2011-present
	Non-Wires Alternative Pilot Program Evaluation	2017-2019

Evaluation, Measurement, and Verification Experience	Project Description(s)	Period of Performance
	Energy Waste Reduction Planning and Evaluation	2019-2019
	Impact Evaluation of Peak Power Savers Program	2017-2018
	Integrated Web Portal Evaluation	2018-2018
Dayton Power & Light	EM&V of Residential and Nonresidential Energy Efficiency Programs	2009-2021
	Low-Income Weatherization Program Evaluation	2009-present
Del Lago Resort Casino New York	Energy & Environmental Solutions: LEED Cx, Energy Modeling and M&V Support	2014-2018
Efficiency Maine Trust	Commercial and Industrial Lighting Study	2017-2017
EmPOWER Maryland	Low Income Program Evaluations	2016-present
	Energy Efficiency Portfolio Evaluation	2010-present
	Air Source Heat Pump Impact Evaluation	2016-present
	Residential Portfolio Evaluation	2010-present
Energy Trust of Oregon	Production Efficiency and SEM Impact Evaluation	2012-2015
	New Buildings Impact Evaluation	2012-2015
	Existing Buildings Impact Evaluation	2012-2015
	Evaluation of Manufactured Homes Heat Pump Pilot	2016-2018
	Solar PV Evaluation	2016
Entergy	Residential Benchmarking Program	2013-present
Eversource	New Hampshire ENERGY STAR Products Process and Impact Evaluation	2018-2019
	Building 36 Pilot	2015-2016
Executive Office of Energy and Environmental Affairs, Commonwealth of Massachusetts	Massachusetts 80X50 Study	2019-present

Evaluation, Measurement, and Verification Experience	Project Description(s)	Period of Performance
Gas and Electric Program Administrators of Rhode Island	Ductless Heat Pump Impact Evaluation	2015-2016
Georgia Power	Portfolio Evaluation (SUBCONTRACTOR)	2018-2021
	Cross-Cutting Marketing Effectiveness Evaluation	2017-present
	DSM Potential Study and IRP Technical Support, and EM&V	2005-present
Hawaii Electric Company	Demand Response Grid Service Portfolio	2018-present
Honeywell, Inc.	Smart Grid Solutions: Connected Thermostat DLC Pilot Impact Evaluation	2014-2015
Idaho Power Company	The Grove Hotel and Ford Idaho Center Scoping Audits	2016-2016
Illinois Dept of Commerce and Economic Opportunity	Impact Evaluation Report for the Illinois Building Energy Codes Education and Technical Assistance Program	2017-2017
Independent Electricity System Operator	Province-Wide Residential, Local, and Pilot Programs Process Evaluation and Design Support	2016-2022
	Province-Wide Nonresidential Local and Pilot Programs Evaluation	2014-2016
	Instant Discount Program Process Evaluation	2016-2019
	Residential End Use Study	2018-2018
	Voltage Reduction Pilot Evaluation and Protocols Development	2017-2018
	Low-Income Program Evaluation	2017-2017
	Lighting as a Service Market Study	2015-2016
	Evaluation of the Industrial Accelerator Program and the Process and Systems Upgrade Initiatives	2014-2016
Conservation First Framework		

Evaluation, Measurement, and Verification Experience	Project Description(s)	Period of Performance
Indianapolis Power & Light	Residential and Nonresidential Portfolio Evaluation	2012-2021
Maryland Department of Housing and Community Development	Low Income Statewide Program Evaluation	2016-2021
Massachusetts Clean Energy Center	Verification of Massachusetts Solar Renewable Energy Certificates	2013-present
Massachusetts Program Administrators	Massachusetts Commercial Code Program Evaluation	2014-present
Massachusetts Renewable Energy Trust	Heat Pump Evaluation	2015-2017
National Grid	On-Bill Financing Pilots Evaluation	2014-2019
	Process Evaluation of Pilot Studies	2014-2019
	Evaluation and Market Characterization for the Large Commercial & Industrial On-Bill Financing	2016-2018
New York State Energy Research and Development Authority	Residential Building Stock Assessment	2018-2019
Northeast Energy Efficiency Partnerships	Strategic Electrification Assessment	2017-present
Northern Indiana Public Service Company	Residential and Nonresidential Portfolio Evaluation	2012-2021
Northwest Energy Efficiency Alliance	Strategic Energy Management Cohort Evaluations	2013-2015
	Evaluation of Key ACE Model Assumptions for Motor Rewinds	2013-present
	Washington Commercial Energy Code Evaluation	2018-present
	Long-Term Monitoring and Tracking Studies	2014-2018
	Electric Motors Standard Evaluation	2017-2017

Evaluation, Measurement, and Verification Experience	Project Description(s)	Period of Performance
Orange & Rockland	Pomona NWA Impact Evaluation	2018-2018
Pacific Gas and Electric	Prop 39 Zero Net Energy Pilot Program	2016-present
	Home Energy Renovation Opportunity (HERO) Property Assessed Clean Energy (PACE) Program	2016-2016
Pacific Northwest National Laboratory	Building Optimization and Advanced Lighting Controls	2016-2019
PacifiCorp	Residential and Nonresidential Portfolio Evaluations	1993-present
Portland General Electric	Demand Response and Smart Thermostat EM&V	2015-2020
	Rush Hour Rewards Thermostat Control Pilot	2015-present
	Integrated Demand-Side Management Direct Install Thermostat Pilot Evaluation	2015-present
	Smart Thermostat Control Pilot	2015-present
	Renewable Development Fund	2015-present
	Flex Pricing and Behavioral Demand Response Pilot Program Evaluation	2016-present
	Smart Grid Test Bed Evaluation	2019-2020
PPL Electric Utilities	Commercial Demand Response Evaluation	2012-present
	Energy Efficiency and Conservation Plan Evaluation Services	2009-present
	Low Income Usage Reduction Program	2012-present
	Continuous Energy Improvement Evaluation	
	Behavioral Evaluation of Home Energy Education Program	2019-present
	Commercial and Industrial Demand Response Program Evaluation	2016-2021

Evaluation, Measurement, and Verification Experience	Project Description(s)	Period of Performance
	LIURP WRAP Annual Impact Evaluation	2014-present
	Portfolio Program Evaluation and Planning Services	2009-2022
Public Service Commission of Wisconsin (Wisconsin Focus on Energy)	LED Sales Data Analysis for Residential Lighting and Appliance Program Evaluation	2017-2018
	Lighting Longitudinal Study	2015-2017
	Residential and Commercial Program Evaluation	2011-present
	Evaluation of the Renewable Loan Fund	2016-2017
	Demand Elasticity Model: Residential Lighting and Appliance Program Evaluation	2013-2016
Public Service Electric and Gas Company	Commercial Portfolio Impact and Process Evaluation	2012-present
	Multifamily Energy Efficiency Program Impact and Process Evaluation	2012-present
Public Utility Commission of Texas	Evaluation of Residential Statewide Program	
Puget Sound Energy	Low Income Weatherization Program Evaluation	2017-2018
	Resource Conservation Manager Program Evaluation	2015-2016
	Evaluation of the Dealer Channel Program	2017-2017
Sacramento Municipal Utility District	New Technology Evaluation Services	2016-2019
	Residential Home Electricity Reports Program Evaluation	2018-2018
	Emerging Technologies Residential Envelope Testing	2016-2017
	Energy Storage + Solar Evaluation - Galt, California	
	Evaluation of Nest Standard Seasonal Savings and Peak Aware Seasonal Savings Pilots	
Salt River Project	PowerWise Business Portfolio Evaluation	2009-2017
	DSM Portfolio Evaluations	2008-2017

Evaluation, Measurement, and Verification Experience	Project Description(s)	Period of Performance
San Diego Gas & Electric	Small Commercial TOU, CPP, and Smart Thermostat Evaluation	
Seattle City Light	Pay for Performance Pilot Evaluation	2015-present
Southern California Edison	Transportation Electrification Priority Review Projects: Third Party Evaluator	2018-2019
	Home Energy Efficiency Survey Evaluation	2016-2016
	Distribution-Connected Energy Storage Valuation and Impact Analysis in Southern California	
Tioga Downs Casino New York	Energy & Environmental Solutions: LEED Cx, Energy Modeling and M&V Support	2014-2018
U.S. Department of Energy	SolSmart Designation Program	2015-2020
Vectren Energy	Commercial and Residential Portfolio Evaluation	2010-present
Vermont Department of Public Service	Efficiency Vermont Continuous Energy Improvement Pilot	2015-present
	Evaluation of Efficiency Vermont's Programs' Electricity Savings	2017-2019
	Evaluation of Efficiency Vermont's Annual Savings Claim	2016-2019
	Residential Customer Behavioral Savings (RCBS) Pilot Evaluation	2014-2018
	Heat Pump Evaluation	2016-2017
Xcel Energy	Residential Impact and Process Evaluations	2015-2017
	Commercial Lighting Efficiency Program Evaluation	2015-2015

Exhibit 5

- Proof of insurance

