

AMENDATORY AGREEMENT

THIS AMENDATORY AGREEMENT is made between the **CITY AND COUNTY OF DENVER**, a municipal corporation of the State of Colorado (the “City”), and **ENERGY OUTREACH COLORADO** with an address of 225 E. 16th Ave., Suite 200, Denver, CO 80203 (the “Contractor”), collectively “the Parties”.

WITNESSETH:

WHEREAS, the City and the Contractor entered into an Agreement dated December 4, 2012, (the “Agreement”); and

WHEREAS, the City and the Contractor wish to amend the Agreement so as to add funds, extend the term, and revise the unit costs for billing;

NOW, THEREFORE, in consideration of the premises and the mutual covenants and obligations herein set forth, the Parties agree as follows:

1. Exhibit A is hereby deleted in entirety and replaced with **Exhibit A-1 Scope of Work**, attached and incorporated by reference herein. All references in the original Agreement to Exhibit A are changed to Exhibit A-1.

2. **Exhibit B-1 Budget**, attached and incorporated by reference herein, is hereby added to the Agreement. All references in the original Agreement to Exhibit B are changed to **Exhibits B and B-1**.

3. Section 3 of the Agreement, entitled “**TERM**” is hereby deleted in entirety and replaced with:

“**TERM**: The Agreement will commence on January 01, 2013 and will expire on December, 31, 2014 (the “Term”). Subject to the Director’s prior written authorization, the Contractor shall complete any work in progress as of the expiration date and the Term of the Agreement will extend until the work is completed or earlier terminated by the Director.”

4. Subsection A of section 4 of the Agreement, entitled “**Budget**” is hereby deleted in entirety and replaced with:

“A. **Budget**: For the period commencing on January 1, 2013 through December 31, 2013, the City shall pay and the Contractor shall accept as the sole compensation for services rendered and costs incurred under the Agreement an amount not to exceed **Six Hundred Thousand Dollars and Zero Cents (\$600,000.00)** (the “Maximum Contract Amount”) in accordance with the budget

set forth in **Exhibit B**. For the period commencing on January 1, 2014 through December 31, 2014, the City shall pay and the Contractor shall accept as the sole compensation for services rendered and costs incurred under the Agreement an amount not to exceed **Six Hundred Thousand Dollars and Zero Cents (\$600,000.00)** (the “Maximum Contract Amount”) in accordance with the budget set forth in **Exhibit B-1**.

5. As herein amended, the Agreement is affirmed and ratified in each and every particular.

END

SIGNATURE PAGES AND EXHIBITS FOLLOW THIS PAGE

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Contract Control Number:

IN WITNESS WHEREOF, the parties have set their hands and affixed their seals at Denver, Colorado as of

SEAL

CITY AND COUNTY OF DENVER

ATTEST:

By _____

APPROVED AS TO FORM:

REGISTERED AND COUNTERSIGNED:

By _____

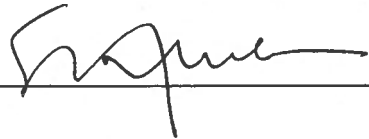
By _____

By _____



Contract Control Number: HRCRS-201208043-01

Contractor Name: ENERGY OUTREACH COLORADO

By: 

Name: Skip Arnold
(please print)

Title: Executive Director
(please print)

ATTEST: [if required]

By: _____

Name: _____
(please print)

Title: _____
(please print)



SCOPE OF WORK
ENERGY OUTREACH COLORADO (EOC)
NONPROFIT ENERGY EFFICIENCY SERVICES (NEEP)

1.0 Scope

1.1 Services: Energy Outreach Colorado (the Contractor) shall provide energy efficiency services, weatherization upgrades, and resident education for residential units in the City and County Denver. Specific services include:

1.1.1 Outreach: EOC provides outreach for this program by conducting workshops throughout the year to educate nonprofits about NEEP and also educates EOC cash assistance agency partners about NEEP through a statewide tour each September. EOC uses an extensive statewide outreach and application process for all of our energy efficiency programs. EOC also plans to directly contact eligible organizations that meet the guidelines that have not participated in our program to date. Currently, EOC has 10 Denver based nonprofit projects already scheduled for 2014 grant cycle

1.1.2 Program Screening and Enrollment:

1.1.2.1 All NEEP applicants complete an online application which collects pertinent information about the project. EOC staff and other subject matter experts review the applications three times a year, determine if projects meet the eligibility requirements as they are defined in this RFP and by other funding partners including Xcel Energy, and then prioritize the projects based on need, mission, timing, etc. EOC requests that agencies participate in an orientation process and complete an internal energy use assessment prior to receiving and energy audit in order to maximize the benefits of the program. Once an application is approved, the first step in NEEP is to schedule an energy audit by an energy “expert” or consultant to identify the most cost effective changes that can be made to the existing building to save energy.

All facilities selected will adhere to the following criteria:

- Facility must be in the City and County of Denver
- Nonprofit must own building or must be engaged in a long-term lease (2 years or less into a five year or longer lease).
 - If the nonprofit owns their building, they must attest that they plan to stay in their building for a period of at least three years after the upgrade is complete.
 - Leasing situations in which the nonprofit tenant(s) will not receive direct savings on energy costs as a result of upgrades are not allowable unless the building owner is also an eligible nonprofit organization.

- At least 51% of the nonprofit's programming must directly serve populations at 300% FPL or lower or, if a shared space, the facility must be located in a community where at least 51% of residents are at or below 300% FPL according to 2010 Census Data.
- Priority should be given to facilities with higher energy uses
- Priority should be given to nonprofit shared space facilities, in which four or more nonprofits are co-located for their office space
- Audits/upgrades should be spread amongst agencies, rather than providing upgrades to multiple sites for a single agency. Exceptions may be granted through approval by the Project Manager.

1.1.3 Energy Audit:

1.1.3.1 An energy audit consists of a walkthrough of the entire building(s); an assessment of existing insulation in walls, attics, ceiling cavities, crawlspaces and basements; an inspection of the existing heating source (i.e., furnace or boiler), water heater and cooling source (if applicable); and an assessment of the existing lighting and appliances. Once an audit is completed, energy conservation measures are identified and evaluated to determine which measures are the most cost effective. Currently, EOC is working with *Group 14 Engineering*, a woman owned engineering firm.

1.1.4 Referrals:

1.1.4.1 Referrals are sent to the Program Manager and organizations are asked to complete the online application. If a program does not meet the eligibility criteria then they are referred to other organizations that do energy efficiency work.

1.1.4.2 If a program participant is in need of additional services related to energy efficiency or health and safety work not provided by the Contractor and the Contractor is aware of other organizations in the community who provide those services, the Contractor will make an effort to refer participants to those other organizations.

1.1.5 Minor Upgrades:

1.1.5.1 EOC is frequently challenged by major renovations that might be seeking LEED certification or smaller projects who need one or two pieces of equipment replaced that have very little leveraging opportunity with our utility partners. These projects need EOC's guidance and support, but in the end, EOC makes a larger investment of time that will not be supported by significant energy savings. Often times, these projects are paying large consulting fees to numerous architects, engineers, and developers who already know what efficient building equipment needs to be part of the design. As part of a

new process to the NEEP program, EOC would like to offer a more streamlined version of our traditional NEEP model called “NEEP Lite”. EOC would still conduct the building assessment, perform the savings calculations, and conduct an action team meeting to discuss energy conservation behavior changes in the building. The organization would collect all of the bids, manage the building improvement upgrades, and invoice EOC when the project is complete. EOC would then schedule an inspection to ensure all of the funded measures were properly installed. This process would also be appropriate for more recently constructed buildings that only need minor control changes or an upgraded building management system to control relatively newer equipment.

1.1.6 Major Upgrades:

- 1.1.6.1 Based on the information from the energy audit, EOC will work with our subcontractor to determine costs for installing energy efficiency measures. Product bid solicitations will include language describing the manner in which the product will be used and language stating that products offered in the bid response shall be appropriate for that use. All prices will include the cost of labor, materials, clean-up, and removal of any old materials and proper recycling of appliances containing refrigerants or lighting materials.
- 1.1.6.2 Once the bids are complete, EOC will compare the cost to install the measures with the predicted energy savings provided by the energy audit to determine the most cost effective measures to be installed at each facility. The goal is maintain an average payback of 5 to 10 years. EOC also runs an energy model to assist with determining the most cost effective measures. EOC will ideally be able to leverage funds from Xcel Energy and other private funders. The ability to leverage funds requires submitting project information to Xcel Energy to determine the level of funding/rebates they will assign each project. EOC evaluates the funding from Xcel Energy and other potential funding sources before determining the level of the City of Denver investment. In some cases, EOC asks nonprofit organizations to financially contribute to the project if there are measures that may be important but don't pass an adequate return on investment or payback for the project.
- 1.1.6.3 EOC will comply with federal and state laws pertaining to health and safety risk abatement, and will assure that installation of measures will not be permitted until identified health and safety risks are removed. EOC's experience is that health and safety repairs identified during the energy audit might be included in the scope of work for a facility. EOC will allow for electrical or structural repairs

if necessary for the proper installation or maintenance of an energy efficiency measure.

1.1.6.4 EOC will focus funding on projects that make significant impacts on energy savings, at the same time being considerate of each nonprofits' specific program needs. EOC will assure that efficiency measures are installed in accordance with the manufacturer's directions. EOC staff/subcontractors will make routine site visits during installation to confirm vendor compliance and ensure that the property remains clean and attractive for clients and will be responsible for final inspections at every site. Final inspections will compare the completed project to the energy audit to ensure that all required measures were performed. .

Priority will be given to measures that achieve a 5-10 year payback.

1.1.7 Education:

1.1.7.1 . EOC works with all NEEP recipients to develop an energy conservation education plan that is most appropriate for their clients and specific to what is funded by NEEP. This is very important to ensure that all energy savings targets are met. This includes an initial meeting with staff to recognize the target audience for conservation education, reviewing the measures installed and identifying appropriate behavior changes to maximize the savings benefits and selecting appropriate presentations for the target audience. EOC provides Energy Conservation presentations for up to twelve months after the measures are installed to assist the organization in adopting significant behavior changes around energy usage. EOC will require each recipient to create an Energy Team to develop a plan that will address occupant behavior, understand and track their utility bills, incorporate energy saving protocols into their building maintenance and share their stories with other nonprofits; components which will help to ensure that energy savings targets are being met. Through recent program experience we have learned that the challenge is to affect behavior permanently. Information and education are key elements to change knowledge into action. For this reason EOC is working with The Learning Source to provide quarterly visits from an energy coach for one year after work has been completed. EOC will also tackle the issue of providing long-lasting behavior change by conducting two types of facility maintenance trainings for Denver NEEP recipients; one training for the do-it-all nonprofit staffer and a separate training for the more equipment savvy facility manager staff member. In addition some MFW recipients may benefit from

retro-commissioning. Retro-commissioning involves recording existing operating conditions and monitoring real time energy consumption with data loggers, then changing those existing conditions and control strategies to achieve additional energy savings without equipment replacement. This can be helpful to ensure that recently installed new equipment has been programmed to operate as efficiently as possible. The installation of data logging devices to measure energy consumption during the retro-commissioning process and provide immediate feedback can help multifamily buildings cut energy consumption by as much as 15-20% with little to no capital improvement cost.

1.1.8 Quality Assurance:

1.1.8.1. EOC follows a strict set of procedures and regulations for all projects. Project Managers will use the following diagnostic equipment as part of the site inspection and testing for the final inspection process: Infrared Camera; Combustion Analyzer; Gas Leak Detectors; Manometer; Light Meter; Electronic Air Balancing Flow Hood; Data Loggers; Digital Camera; Basic Hand Tools; OSHA regulated safety gear. All other equipment will be provided by the vendors or subcontractors that perform work.

1.1.8.2 NEEP has a series of quality assurance checks throughout the process. All projects must have a site visit before the property can be considered for audit, trained energy auditors evaluate the property, all contracts and documents between EOC, subcontractors and property owners have been reviewed by EOC's legal counsel and all parties, EOC staff inspect all final installations and finally local code inspectors, in most cases, check for proper installation.

1.1.8.3 Quality assurance checks will be completed throughout the process and any issues will be corrected immediately, and if necessary, changes will be made to the NEEP process to prevent future issues and concerns.

1.1.9 Follow Up:

1.1.9.1 For each NEEP project completed, EOC reviews utility bill data and tracks gas and electric consumption to determine energy savings. This piece is critical to ensure efficient use of funds and maximization of energy savings. EOC collects utility bills from NEEP recipients for up to one year after implementation and compares it to utility bills collected prior to work being completed to track actual savings as seen by the facility. EOC uses Energy CAP software to help us improve our process for

reviewing utility bills. This is an excellent tool to demonstrate to clients how energy efficiency improvements coupled with conservation/behavior changes are really saving therms, KWh and money on their utility bills. In addition to utility bill analysis, EOC will administer a survey to NEEP recipient organizations to assess their experience with NEEP.

1.2 Projected measurable outcomes include:

Activity	Contract Goal
Total Buildings Served	20
Total Buildings Served: Outreach	20
Total Buildings Served: Education	20
Total Buildings Served: Audits	20
Total Buildings Served: Minor Upgrades	10
Total Buildings Served: Major Upgrades	10
Total Energy Savings: KWh	400,000
Total Energy Savings: Therms	25,000
Total Annual Organizational Dollar Savings	\$75,000
Total Funds Leveraged	\$350,000

2.0 Programmatic and Performance Requirements

2.1 Data Collection and Reporting

2.1.1 Contractor shall provide the Denver Department of Environmental Health a standard approved Excel spreadsheet with relevant building, upgrade and audit information for all DOSP funded accounts, as directed by City staff, including but not limited to the following: Address, Square footage of home, building type, heating fuel type, actual upgrades completed (if applicable), date upgrade was completed, contractor who completed upgrade, water heating type (if water heating upgrade completed), and smoke detector and CO detector data. Contractor shall also collect the PUC approved customer data release form from every DOSP funded client and provide legible, scanned copies of the form to the City on a quarterly basis.

- 2.1.2 Contractor will submit a complete standard approved spreadsheet and all PUC customer data release forms to the Department of Environmental Health on a quarterly basis for upload.
- 2.1.3 The Contractor shall ensure its data reporting systems are compatible with City systems and meet City data reporting requirements. The Contractor shall be responsible for supplying and maintaining all required equipment and software.
- 2.1.4 The Contractor will submit a Monthly Activities Report form to accompany each invoice. The Contractor will also submit a full report detailing progress toward project outcomes on a quarterly basis to DOSP.
- 2.1.5 The Contractor's final program report shall be submitted to DOSP within 45 days after the end of the Contract.

3.0 Administrative Requirements

3.1 Compensation and Methods of Payment

- 3.1.1 The method of payment to the Contractor by DOSP shall be in accordance with City and County of Denver Fiscal Rule 8.3, *Procedures for Accounts Payable*. The Contractor must submit expenses and accruals to DOSP on or before the 20th day of each month for the previous month's activities.
- 3.1.2 The Contractor shall be reimbursed or paid for services provided under this agreement according to the approved cost allocation budget, attached to and made a part of this Agreement.
- 3.1.3 All changes to the budget must be submitted in writing by completing the budget modification request form and sent via email to the DOSP contract administrator and it must be approved by the Project Manager. No budget adjustments will be approved between 0 and 30 days of the contract end date.
- 3.1.4 The Contractor shall follow City and County of Denver Fiscal Rule 8.1, Procurement, which requires that at least three (3) documented quotations be secured for all purchases of services (including insurance), supplies, or other property that costs more than \$5,000.00 in the aggregate.
- 3.1.5 The Contractor shall submit the final invoice for reimbursement within forty-five (45) days after the end of the contract.

3.2 Communication

- 3.2.1 Contractors using website, radio or television announcements, newspaper advertisements, press releases, pamphlets, mail campaigns, or any other method to market or publicize activities funded by the Denver Office of Strategic Partnerships (DOSP) shall acknowledge DOSP as a source of

funding and include the following statement in all relevant communication material: "The funding source for this activity is the Denver Office of Strategic Partnerships."

3.3 Close-Out

3.3.1 DOSP reserves the right to automatically closeout the contract after sixty (60) days if there are no disallowed costs pending. Once the contract closeout is complete, no further reimbursements will be allowed.

Program Budget and Cost Allocation Plan Summary

Contractor Name:

Energy Outreach Colorado
2014 Nonprofit Energy Efficiency Program

Program Year:

2014

Project :

Contract Dates:

1/1/14 to 12/31/14

Budget Category	Agency Total (All Funding Sources)	Project Costs		Other City & County of Denver Funding		Total Federal Funding		Other Non-Federal Funding		Agency Total	
		Total	%	Total	%	Total	%	Amount	%	Amount	%
Personnel: Name and Job Title											
Jennifer Gremmert, Deputy Director	\$130,000.00	2,600	2.00%		0.00%	6,500	5.00%	120,900	93%	130,000	100%
Luke Ilderton, Senior Engineer	\$95,000.00	6,000	6.32%		0.00%	40,000	42.11%	49,000	52%	95,000	100%
Heather Parrish, Director of Program Development	\$18,000.00	1,000	5.56%		0.00%	-	0.00%	17,000	94%	18,000	100%
Hilary Taylor, Program Manager, NEEP	\$50,000.00	25,000	50.00%		0.00%	-	0.00%	25,000	50%	50,000	100%
Rose Reed, Director of Administrative Services	\$77,000.00	3,850	5.00%		0.00%	19,250	25.00%	53,900	70%	77,000	100%
Total Salary:	370,000	38,450	10.39%	-	0.00%	65,750	17.77%	265,800	72%	370,000	100%
Fringes	\$92,500.00	9,500	10.27%		0.00%	16,500	17.84%	66,500	72%	92,500	100%
Salary and Fringe Total:	462,500	47,950	10.37%	-	0.00%	82,250	17.78%	332,300	72%	462,500	100%
Non-Personnel:	Total	Amount	%	Amount	%	Amount		Amount	%	Amount	%
Office Expenses, Supplies & Equipment, postage, printing	\$250,000.00	2,750	1.10%		0.00%	11,250	4.50%	236,000	94%	250,000	100%
Communication (telephone expense)	\$125,000.00	1,250	1.00%		0.00%	4,000	3.20%	119,750	96%	125,000	100%
Insurance	\$40,000.00	750	1.88%		0.00%	20,000	50.00%	19,250	48%	40,000	100%
Travel - Staff (mileage, meals, bldg parking)	\$115,000.00	500	0.43%		0.00%	44,000	38.26%	70,500	61%	115,000	100%
Equipment rental and maintence	\$48,000.00	3,500	7.29%		0.00%	12,500	26.04%	32,000	67%	48,000	100%
Facilities	\$94,000.00	6,000	6.38%		0.00%	27,960	29.74%	60,040	64%	94,000	100%
Professional Services - (Payroll, work comp, HR services)	\$10,000.00	500	5.00%		0.00%	3,000	30.00%	6,500	65%	10,000	100%
Professional Services - (Legal)	\$20,000.00		0.00%		0.00%		0.00%	20,000	100%	20,000	100%
Professional Services - (Accountant)	\$38,000.00	500	1.32%		0.00%	10,000	26.32%	27,500	72%	38,000	100%
Subcontractor (Energy conservation materials/Labor)	\$6,500,000.00	491,300	7.56%		0.00%	500,000	7.69%	5,508,700	85%	6,500,000	100%
Subcontractor (Audits, evaluation, modeling, education)	\$400,000.00	45,000	11.25%		0.00%	20,000	5.00%	335,000	84%	400,000	100%
Total Non-Personnel	7,640,000	552,050	7.23%	-	0.00%	652,710	8.54%	6,435,240	84%	7,640,000	100%
Total Project Cost	8,102,500	600,000	7.41%	-	0.00%	734,960	9.07%	6,767,540	84%	8,102,500	100%
Non-Project:	Total				%						
Personnel Costs:	836,175		0.00%	0	0	0	0	836,175	100%	836,175	100%
Non-Personnel Costs:	700,000		0.00%	0	0	0	0	700,000	100%	700,000	100%
Other (Specify): other grant payments	7,125,000		0.00%	0	0	0	0	7,125,000	1	7,125,000	100%
Total Non-Project Cost	8,661,175	-	0.00%	-	0.00%	-	0.00%	8,661,175	100.00%	8,661,175	100.00%
Grand Total	16,763,675	600,000	4%	-	0.00%	734,960	4.38%	15,428,715	92%	16,763,675	100%

Budget Narrative
Energy Outreach Colorado
Denver Xcel Nonprofit Energy Efficiency Services
2014

A. Personnel

Jennifer Gremmert, Deputy Director \$130,000 x 2% = \$2,600
 Conducts outreach on project, manages all contracts and budgets for the program, works to ensure leveraged funding with other EOC Programs

Luke Ilderton, Director of Energy Efficiency Programs \$95,000 x 6.32% = \$6,000
 Provides technical expertise on all efficiency projects, oversees audit process, modeling and assessment of all efficiency measures.

Heather Parrish, Director Program Development & Outcomes \$18,000 x 5.56% = \$1,000
 Oversees outcomes and process for all EOC programs. Reducing hours to 12 hours/week in 2014.

Hilary Kushnir, Project Manager, NEEP \$50,000 x 50% = \$25,000
 Oversees all NEEP program operations and manages processes.

Rose Reed, Director of Administration \$77,000 x 5% = \$3,850
 Oversees all accounting functions, invoicing, payroll, and human resources.

Total Personnel costs = \$38,450

B. Fringe Benefits

Fringe benefits supported by this contract include but are not limited to:

- Payroll Taxes, including FICA, state and local taxes, and employer contribution Social Security Insurance and Unemployment Insurance
- Medical benefits, including health insurance, vision insurance, dental insurance, short and long term disability and life insurance (percent varies based on employees' individual plans)
- Employer contribution of 8% of employees' salaries to their 401K Plan.

Jennifer Gremmert

Payroll taxes	9.5% x \$2,600 =\$247	
Medical benefits	2.58% x \$2,600 = \$66	
401 K Plan	8% x \$2,600 =\$208	Total=\$521

Luke Ilderton

Payroll taxes	9.5% x \$6,000=\$570	
Medical benefits	5.25% x \$6,000=\$315	
401 K Plan	8% x \$6,000=\$450	Total=\$1,366

Heather Gullen			
Payroll taxes	9.5% x \$1,000=\$95		
Medical benefits	6.94% x \$1,000=\$69		
401 K Plan	8%x \$1,000=\$80		Total=\$244

Hilary Kushnir			
Payroll taxes	9.5% x \$25,000=\$2,375		
Medical benefits	7.64% x \$25,000=\$1,910		
401 K Plan	8%x \$25,000=\$2,000		Total=\$6,285

Rose Reed			
Payroll taxes	9.5% x \$3,850=\$366		
Medical benefits	10.66% x \$3,850=\$410		
401 K Plan	8% x \$3,850=\$308		Total=\$1,084

Total Fringe Costs = \$9,500

EOC uses an allocation model for all expenses based on EOC staff time spent on various programs. For this 2014 Denver NEEP budget we took into consideration all expenses and estimated costs along with some historical perspective.

C. Office Expenses – Includes supplies, printing and postage.
 \$218 x 12 months = \$2,750

Total Office Expenses Cost = \$2,750

D. Communication: Telephone Expense – includes allocated office phones and internet.
 \$104.16 x 12 months = \$1,250

Total Communications Cost: \$1,250

E. Insurance: EOC Insurance costs
 \$62.50 x 12 months

Total Insurance Cost = \$750

F. Travel Staff

Includes mileage [\$0.55 per mile] to travel to project sites, appropriate meals and any onsite parking expenses
 \$41.66 x 12 months = \$500

Total Travel Costs = \$500

H. Equipment Rental and Maintenance: Includes copier, postage machine leases and contracted IT services and replacements for all computers and servers.

$\$291.66 \times 12 \text{ months} = \$3,500$

Total Equipment Costs: \$ 3,500

I. Facility

EOC Office space is calculated based on the percent of time that EOC staff spends on various programs.

$\$500 \times 12 \text{ months} = \$6,000$

Total Facility costs - \$6,000

L. Professional Services

Payroll services

$\$60 \times 12 \text{ months} = \500

Total Professional Services = \$500

M. Subcontractor

EOC will contract with various subcontractors for installation of Energy Efficiency Measures – The actual costs will depend on project, but will include the labor and materials. The anticipated expenses charged to this budget are calculated as follows:

$20 \text{ projects} \times \$24,565 \text{ (average)} = \$491,300$

EOC will contract with selected commercial auditors to provide energy audits, recommissioning services, education and evaluation of projects. The anticipated expenses charged to this budget are calculated as follows:

$20 \text{ projects (estimated)} \times \$2,000 \text{ (average)} = \$40,000$

Workshops and O&M Manual = \$5,000

EOC projects are selected through a competitive selection process. Since we don't know exactly which projects will be selected for 2014 the above figures are estimates. Denver funds are leveraged with other funding from Xcel Energy and other private funders. Once a project is selected and goes through an energy audit or assessment, we then collect bids to determine which energy efficiency measures are the most cost effective. The number of measures and the cost of those measures vary greatly from project to project. Our goal is to leverage Denver's funds as much as we can maximizing the number of projects served as well as the potential energy savings achieved.

Total Subcontractor Costs = \$536,300

N. Construction Costs: Included in subcontractor line item

Q. Match Amount = EOC anticipates leveraging a minimum of \$350,000 from Xcel Energy and other funders.

Total Amount Requested for NEEP for 2014: \$600,000