EPA Clean Energy-Environment Technical Forum
Energy Performance Contracting in State Facilities
April 2008

I. Introduction

Energy performance contracting provides a one-stop procurement process that allows states to use future energy cost savings to pay for new energy-efficient equipment and services. A number of states use energy performance contracts (PCs) to reduce energy consumption in state-owned buildings, typically by 15% to 35% in selected facilities. Performance contracting can provide states with a means of freeing up capital and operating budget dollars for "lead by example" activities while producing many other energy, environmental, and economic benefits, with no out-of-pocket expense and typically with a guarantee that cost savings will meet or exceed payments for equipment and services over the contract period.

Performance Contracting Projects

Performance contracts can be used to finance a variety of energy efficiency activities, ranging from simple lighting retrofits to comprehensive packages involving auditing, engineering design, and maintenance services, in addition to equipment procurement and installation. PCs can also be used to increase energy efficiency at different scales, from a single building to a portfolio of buildings.

Many states are setting aggressive goals to reduce energy use in their facilities. For example, more than half of the states have joined the ENERGY STAR Challenge to reduce energy use by 10% of more across all state-owned facilities. Performance contracting, if done right, can help states meet these goals.

PCs include a technical audit of one or several facilities by an energy services company (ESCO). This audit provides the framework of an ESCO-developed proposal that includes recommended energy efficiency measures and expected costs. State agencies can negotiate with ESCOs to develop a PC that bundles the proposal's recommended measures with other project services (e.g., project management, monitoring, maintenance, staff training, and results measurement and verification) and sometimes financing. A PC typically includes a guarantee that energy cost savings will meet or exceed the agency's financing payments. Once the contract period is completed and all payments have been made, agencies retain 100% of the energy cost savings. Comprehensive performance contracting programs for state agencies and other public entities have saved as much as $12 million in annual utility costs in some states (see Section V for actual results).

This document provides a brief overview of the performance contracting process, the benefits of using PCs, and potential barriers, and describes several comprehensive state programs. Additional state examples and information resources are provided at the end of the document.

II. How Performance Contracting Works

Assembling a Team

The performance contracting process typically begins by assembling a team of diverse expertise from multiple state agencies (e.g., legal, purchasing, and facility management staff) to coordinate preliminary feasibility assessments, review potential ESCOs, and later work with the selected ESCO to develop PCs that will help meet state energy consumption reduction goals. Some states have involved third-party engineering consultants to provide teams with additional expertise in developing performance contracts.

Screening

Prior to entering a performance contract, the team typically conducts a preliminary feasibility assessment to determine the potential benefits of performance contracting in one or several buildings. States have performed these assessments using in-house staff or by hiring outside consultants. Washington, for

example, developed an internal energy consumption survey for facility managers that helped determine potential energy cost savings. Hawaii hired an energy consultant to provide a third-party analysis of the potential for performance contracting in its facilities. Many states are using EPA's Portfolio Manager energy rating system to identify facilities with the greatest opportunity for improvement. It is important that a building's energy cost savings potential be sufficient to interest the ESCO, since the ESCO is unlikely to take on a project that will not bring financial returns. While ESCOs will often take on small projects, they typically offer their services to buildings with potential energy cost savings of at least 15% to 20% (GGGC, 2008b). Buildings that have not previously implemented many energy efficiency measures and that use a significant amount of energy may offer the highest energy cost savings potential because of operational considerations.

Preliminary Feasibility Assessment

A preliminary feasibility assessment considers the appropriateness of performance contracting in a particular facility. The Energy Service Coalition has identified several criteria to guide decisions on whether to pursue performance contracting in a given building. Buildings most likely to benefit from performance contracting typically have the following characteristics:

- Square footage of 40,000 ft^2 or more;
- Annual energy costs of $40,000 or more;
- Recurring maintenance problems;
- Poor indoor air quality;
- Budget concerns;
- Inexperienced energy management team;
- Understaffed maintenance team;
- No recent lighting or control system upgrades; and
- Energy-using equipment that is obsolete or on schedule for replacement.

Other issues to consider in a preliminary feasibility assessment include:

- Scope of the activities (e.g., a single building as a pilot project, or a larger portfolio of buildings);
- Occupancy patterns; and
- Security needs.

Evaluating ESCOs

Once a preliminary assessment has identified which buildings to include in a PC, states typically issue a request for proposals (RFP) and evaluate ESCO qualifications to establish a pool of pre-qualified ESCOs to which agencies can issue RFPs. The Rhode Island Office of Energy Resources, for example, issued a request for qualifications (RFQ) to a number of ESCOs and developed a list of qualified ESCOs based on a review of each company's experience, staff, references, and financial stability (RIOER, 2007). State agencies can often obtain RFP review assistance from central state performance contracting programs. Many agencies hire consultants to guide staff through the complex review and selection process.

Developing a Plan

Once an ESCO is selected, the company conducts an investment-grade energy audit to identify potential energy cost saving measures. When approved, the audit results can be used to develop a comprehensive plan of action. The ESCO proposes this plan, including the anticipated costs, to the agency. This plan forms the basis for the performance contract. Agencies can negotiate with ESCOs to ensure that the PC clearly defines the length of the contract, the roles and responsibilities of each party, maintenance expectations, staff training exercises, the method by which savings will be measured and verified, a savings guarantee, and often financing terms. Some states have established criteria that agencies are required to follow (e.g., Pennsylvania has mandated that PC terms not exceed 15 years) (GESA, 2008).

Contingencies

PC negotiations determine the length of the contract, roles of each party, the method for measuring and verifying savings, and a savings guarantee. In addition, PC negotiations can address several other terms. For example, it is important that a PC clearly define how the agency's and the ESCO's roles and responsibilities are affected by contingencies (e.g., in the event that the agency is required to change the intended use of a building, or is obligated to install new equipment that alters how a building performs).

The savings guarantee can be one of the most significant features of a PC. These guarantees can be structured so that an agency's expected financing repayments and maintenance and monitoring fees will

be recovered through energy cost savings; if savings do not meet these costs, the guarantee requires the ESCO to pay the agency the balance.

Financing

Financing can be secured from state funds, through the ESCO, or from other sources. An example of a program that uses state funds to finance PCs in state agency facilities is the Building Energy Conservation Initiative in New Hampshire. When an ESCO provides financing directly, it usually through a "shared-savings" agreement whereby the agency pays the ESCO a certain percentage of the energy cost savings each month. If no savings accrue, the agency is only responsible for paying its utility bills, not the cost of the energy efficiency investments.

Tax-exempt lease-purchase agreements are a common financing mechanism that enables public entities to obtain financing at a cost lower than what an ESCO might be able to offer because the agency's interest payments are tax-exempt, which can lead to lower financing rates. Under such an arrangement, the ESCO is paid in full upon completion of the project installation and guarantees that the energy cost savings will provide the cash flow necessary to repay the third-party financing (U.S. EPA, 2004).

Other Sources of Funds for Performance Contracting

States can also access funds through utility rebate and grant programs. The Washington performance contracting program provides information to public entities on funding opportunities available through utilities.

Source: Washington, 2006.

Measurement and Verification

One of the most important aspects of the PC is how it addresses measurement and verification. A clearly defined protocol for determining energy cost savings is essential to an effective PC. Agencies need to be sure that both parties understand how energy cost savings will be measured and verified, especially if the savings are to be shared. Many states are using EPA's Portfolio Manager to measure and verify progress toward their energy savings goals. These and other states can include requirements in their PCs that ESCOs demonstrate energy savings in Portfolio Manager (such as Pennsylvania is doing), providing valuable third party verification. Some states (e.g., Wyoming) have developed guidance for state agencies on measurement and verification protocol. States can also use resources such as the International Performance Measurement and Verification Protocol to establish guidelines for performance contracts.

III. Benefits of Performance Contracting

The primary benefit of performance contracting is the ability to achieve guaranteed energy cost savings from no-risk capital improvements at no up-front cost. These savings can provide a continuous source of funding for lead by example activities. In addition to reducing energy and maintenance costs and avoiding greenhouse gas emissions, performance contracting can have a number of other benefits, including:

- **No cost from delay.** Because PCs enable energy efficiency improvements to be made with no up-front cost, states do not have to wait for scarce capital dollars to become available. This can result in dollars saved because of the opportunity costs associated with delaying energy efficiency improvements.
- **No debt**. Because PCs are considered "off-balance sheet" expenses, they do not constitute debt and thus do not affect credit ratings. This makes performance contracting a helpful strategy for increasing energy efficiency in states where agencies are limited by the amount of debt they can incur (NCEP, 2006).
- **Increased capital budget flexibility**. Using PCs to purchase, install, and operate energy-efficient equipment enables states to keep upgrade expenditures off the balance sheets and preserves capital budgets to be used for other priority capital projects that might not generate savings.

- **Reduced administrative costs and burden**. Performance contracting can minimize the ratio of management and administrative costs to energy cost savings because much of the administrative responsibility is covered under the performance contract. Along with the one-stop shopping procurement process, this can free up staff for other projects.
- **Proven expertise.** A credible ESCO's technical expertise means that a state can increase energy efficiency activities even when lacking in-house expertise.

IV. Barriers

Several barriers can impede the use of performance contracting. A well-designed state performance contracting program can often be the best strategy for overcoming these barriers.

- **Legal Barriers**. Most states have used legislation to enable public entities to use PCs and circumvent mandatory low-bid requirements in favor of qualification-based contractor selection. While most states now permit state agencies to use performance contracting, some legal barriers still remain for other public entities (NCEP, 2006). The Energy Services Coalition has compiled a matrix of state performance contracting enabling legislation (http://www.ornl.gov/info/esco/legislation/).
- **RFP Review and Contract Negotiation Complexities.** Many state agencies have found that the complexities of the RFP review and contract negotiation processes require significant legal expertise. Some states administer programs that can provide agencies with guidance, while agencies in other states hire consultants to guide them through these processes. Some states have addressed this barrier by streamlining these processes and providing standard or model performance contracting documents for agencies.
- **Liability Concerns**. In addition, early performance contracts that did not deliver expected results caused skepticism from some building owners over the issue of liability (NCEP, 2006). However, the growth of the ESCO market over the past decade has refined ESCO expertise and improved ESCO familiarity with state government needs and procedures.

V. Comprehensive state performance contracting programs

Colorado

The Colorado Governor's Energy Office (GEO) helps state agencies, local governments, schools, and other building owners use PCs to increase energy efficiency activities. For local governments, schools, and other commercial and public building owners, GEO provides assistance in ESCO selection (based on a list of pre-qualified ESCOs), contract review and negotiation, and monitoring and verification guidance. For state government agencies, GEO also offers preliminary feasibility studies to evaluate a facility's energy performance and to determine the potential benefits of a PC. These studies are mandatory for all state agencies under Executive Order D10403 (issued in 2003), which directs state agencies to enter into PCs when the studies determine them to be "feasible, viable, and economically sound" over a period of 12 years or more. In 2007, a new executive order directed agencies that had not yet conducted feasibility studies to do so, and directed the state planning office and green government council to develop standards to define "feasible, viable, and economically sound." Since 1997, GEO and the Rebuild Colorado program have facilitated more than 80 PCs, producing annual energy and maintenance cost savings of $15 million (DOE, 2007; Colorado, 2003; Colorado, 2007; Colorado, 2008).

Web site: http://www.colorado.gov/energy/greening/performance-contracting-existing.asp

Illinois

The Illinois Energy Performance Contracting Program began in 1996 with the initiation of a ten-year pilot project. The pilot project used PCs to implement $33.4 million in capital improvements to seven state

buildings. These improvements, which were financed through private certificates of participation (lease-purchase agreements that are divided and sold to multiple private investors), have resulted in annual energy cost savings of $4.7 million. The program also provides assistance to local governments, schools, and other organizations to facilitate PCs, including providing model documents, technical review of audits, review and advice on contract terms, and information on evaluation methodologies. Utility savings for local governments, schools, public housing authorities, and other organizations from PCs total $17 million annually (DCEO, 2004; 2008).

Web site:
http://www.commerce.state.il.us/dceo/Bureaus/Energy_Recycling/Energy/Energy+Efficiency/epc.htm

Kansas
The Facility Conservation Improvement Program (FCIP), which provides technical and financial performance contracting assistance to public agencies, saves these agencies $8 million in utility costs annually. The FCIP staff have streamlined the performance contracting process by developing pre-negotiated PCs with a pool of pre-qualified ESCOs. Agencies can work with the FCIP to plan a preliminary facility walk-through with several ESCOs, after which the ESCOs present preliminary proposals at no cost to the contracting agency. After the agency selects an ESCO, the ESCO performs a technical audit at a pre-negotiated cost. The audit is reviewed by the contracting agency, the FCIP, and the ESCO before the pre-negotiated PC is finalized. Financing for the PC is arranged through the Department of Administration's master lease-purchase authority, which enables state agencies to purchase equipment at the end of the contract period for $1 (Kansas, 2006; FCIP, 2008).

Web site: http://www.kcc.state.ks.us/energy/fcip/index.htm

Pennsylvania
The Guaranteed Energy Savings Act of 1998 enables state government agencies to enter PCs as a means of achieving the energy efficiency goals of the Governor's Green Government Council (GGGC). The Department of General Services (DGS) developed a Guaranteed Energy Savings Program to assist state agencies in entering PCs that guarantee savings over a period of no more than 15 years. This assistance typically includes project design review, program management, and other information resources. DGS has developed a series of model documents for agencies, including a facility energy profile template and a standard RFP, and guidance on RFP evaluation. These documents include references to ENERGY STAR as part of the screening, audit, and verification process. DGS also developed flowcharts to guide state agencies through the performance contracting process and has pre-qualified a pool of ESCOs that meet departmental quality criteria. State agencies can also receive assistance from the Pennsylvania State Facilities Engineering & Architecture Institute, which can provide technical assistance in preparing and adapting DGS model documents and reviewing ESCO audits. The GGGC has developed a program to provide similar assistance to local governments, schools, and other public entities (GESA, 2008; GGGC, 2008). Currently, the program has provided assistance for 37 projects that have been completed or are in progress. Seven of these projects are already generating energy cost savings, and are expected to save the state more than $16 million over the period of the contracts. To date, these projects are estimated to have reduced emissions of CO_2 by 27,000 tons, NO_x by 51 tons, and SO_x by 211 tons (GGGC, 2007).

Web sites: http://www.portal.state.pa.us/portal/server.pt?open = 512&objID = 1300&&SortOrder = 100&level = 3&parentid = 1298&css = L3&mode = 2&cached = true (DGS — State Agencies)
http://www.gggc.state.pa.us/gggc/cwp/view.asp?a = 515&q = 157027 (GGGC — Other Public Entities)

Washington
The Washington Department of General Administration Energy Team administers the Energy Savings Performance Contracting Program to assist state agencies, state colleges and universities, local

governments, and other entities in using PCs. The program assists state agencies in complying with HB 2247 (2001) which requires them to identify energy efficiency measures in their facilities and to use PCs to implement these measures (U.S. EPA, 2006). The Energy Team provides free feasibility assessments and has developed a questionnaire for facility managers to help them determine if their building is a good candidate for performance contracting. The Team also helps agencies select ESCOs from a pre-qualified pool, assists in contract negotiation, provides an energy engineer to manage the PC, offers guidance on monitoring and verification, reviews ESCO annual savings reports, and can assist with obtaining low-interest financing from the state treasurer. The Energy Team's program generates nearly $12 million in combined annual cost savings (energy and maintenance) for state agencies and other entities and helps these entities avoid an estimated 127,000 tons of CO_2 emissions annually. From 1986 through 2006, the program has saved $66 million in energy and maintenance costs (Washington, 2006).

Web site: http://www.ga.wa.gov/eas/epc/espc.htm

VI. Additional Resources

Resources: State Examples and Information Resources	
Examples	
Examples of State Programs	
Colorado	http://www.colorado.gov/energy/greening/performance-contracting-existing.asp
Hawaii	http://hawaii.gov/dbedt/info/energy/efficiency/state/performance/
Idaho	http://adm.idaho.gov/pubworks/perfcontracting/
Illinois	http://www.commerce.state.il.us/dceo/Bureaus/Energy_Recycling/Energy/Energy+Efficiency/epc.htm
Massachusetts	http://www.mass.gov/?pageID = ocaterminal&L = 4&L0 = Home&L1 = Consumer&L2 = Energy%2C+Fuel+%26+Utilities&L3 = Energy+Programs&sid = Eoca&b = terminalcontent&f = doer_ems_ems&csid = Eoca
New Hampshire	http://www.nh.gov/oep/programs/energy/beci.htm
New York	http://www.nyserda.org/Programs/Technical_Assistance/default.asp
Pennsylvania	https://fei.psu.edu/ESCO/NAESCO_PA_CaseStudy_Apr2004.ppt http://www.gggc.state.pa.us/gggc/cwp/view.asp?a = 515&q = 157027
Virginia	http://www.dmme.virginia.gov/DE/StateAgencyProgs/performancecontracting.shtml
Washington	http://www.ga.wa.gov/eas/epc/espc.htm
Wyoming	http://www.wyomingbusiness.org/business/energy_wyecip.aspx
Examples of State Guidelines for Agencies	
Florida	http://www.energyservicescoalition.org/chapters/FL/manual/Florida%20Manual.pdf
Oregon	http://www.governor.state.or.us/ENERGY/CONS/school/docs/ESPCGuide.pdf
South Carolina	http://www.energy.sc.gov/publications/Perf.%20Cont.%20Guide1.doc
Texas	http://www.seco.cpa.state.tx.us/sa_pc.htm
Examples of State Commitments	
Colorado	http://www.energyservicescoalition.org/chapters/CO/documents/executive_order07.pdf
Delaware	http://delcode.delaware.gov/title29/c069/sc05/index.shtml
Hawaii	http://www.capitol.hawaii.gov/hrscurrent/Vol01_Ch0001-0042F/HRS0036/HRS_0036-0041.HTM
Louisiana	http://www.deq.louisiana.gov/portal/portals/0/news/pdf/2008EOGreenGovernment.pdf
Examples of Performance Contracting Enabling Legislation	
Colorado	http://www.energyservicescoalition.org/chapters/CO/documents/legislation-state_government.pdf
Kansas	http://www.kslegislature.org/legsrv-bills/showBill.do?id = 15996
Pennsylvania	http://www.gggc.state.pa.us/gggc/cwp/view.asp?a = 515&q = 157006
Energy Services Coalition	http://www.ornl.gov/info/esco/legislation/
Examples of State Preliminary Feasibility Studies	
Hawaii	http://hawaii.gov/dbedt/info/energy/publications/sfeup1.pdf
Virginia	http://www.dmme.virginia.gov/DE/StateAgencyProgs/performancecontracting.shtml

Resources: State Examples and Information Resources	
Examples	
Examples of State Preliminary Feasibility Studies	
Washington	http://www.ga.wa.gov/eas/epc/ESPC-test.doc
Examples of States with Pre-Qualified Pools of ESCOs	
Rhode Island	http://www.energy.ri.gov/documents/efficiency/Application_for_RIOER_ESCO.pdf
Examples of State Financing for Energy Performance Contracts	
Kansas	http://www.kcc.state.ks.us/energy/fcip/financing.htm
Texas	http://www.tpfa.state.tx.us/masterlease.aspx
Model Energy Performance Contracts	
Pennsylvania	http://www.portal.state.pa.us/portal/server.pt/gateway/PTARGS_0_2_8527_1300_244922_43/http%3B/enctcapp099%3B7087/publishedcontent/publish/cop_general_government_operations/dgs/community_content/property_management/gesa_clean_07_07.doc
Rhode Island	http://www.energy.ri.gov/documents/efficiency/ESCO_Contract.pdf
National Association of State Energy Officials	http://www.naseo.org/energy_sectors/buildings/performance_contracting.htm
State Performance Contracting Case Studies	
California	http://www.johnsoncontrols.com/publish/etc/medialib/jci/be/case_studies.Par.15163.File.tmp/CA%20EPA%20CS-f.pdf
Colorado	http://www.eere.energy.gov/state_energy_program/feature_detail_info.cfm/fid = 63/start = 3
Idaho	http://www.eere.energy.gov/state_energy_program/project_brief_detail.cfm/pb_id = 1006
Kansas	http://www.eere.energy.gov/state_energy_program/project_brief_detail.cfm/pb_id = 602
Maryland	http://www.johnsoncontrols.com/publish/etc/medialib/jci/be/case_studies.Par.15163.File.tmp/CA%20EPA%20CS-f.pdf
Nevada	http://www.ameresco.com/case.asp?ID = 41
Tennessee	http://www.johnsoncontrols.com/publish/etc/medialib/jci/be/case_studies.Par.37209.File.tmp/Tennessee%20Energy%20Initiative.pdf
Virginia	http://www.dmme.virginia.gov/DE/StateAgencyProgs/VADOCRelease.pdf
Wisconsin	http://www.johnsoncontrols.com/publish/etc/medialib/jci/be/case_studies.Par.85432.File.tmp/Wisconsin%20Energy%20Initiative.pdf
Information Resources	
Clean Energy-Environment Guide to Action, Funding and Incentives (U.S. EPA)	http://www.epa.gov/cleanenergy/documents/gta/guide_action_chap3_s4.pdf
Energy Performance Contracting for New Buildings (The Energy Foundation)	http://www.rmi.org/images/PDFs/BuildingsLand/D04-23_EleyPerfCntrEFRpt.pdf
Energy Performance Contracting in State of Michigan Facilities (Michigan Department of Labor and Economic Growth)	http://www.michigan.gov/documents/CIS_EO_Inside_school_deaf_and_blind_37731_7.pdf

Resources: State Examples and Information Resources	
Information Resources	
ENERGY STAR Building Upgrade Manual (EPA)	http://www.energystar.gov/index.cfm?c = business.bus_upgrade_manual
EPA Portfolio Manager	http://www.energystar.gov/benchmark
The Federal Market for ESCO Services: How Does it Measure Up? (LBNL)	http://repositories.cdlib.org/lbnl/LBNL-54952/
Financing Energy Efficiency in Buildings (DOE)	http://michigan.gov/documents/CIS_EO_financinghandbook_75701_7.pdf
Financing Energy Efficiency Projects (N. Zobler and K. Hatcher)	http://www.energystar.gov/ia/business/government/Financial_Energy_Efficiency_Projects.pdf
Frequently Asked Questions on Performance Contracting (Michigan Department of Labor and Economic Growth)	http://michigan.gov/documents/StatePCFAQmodified2_120210_7.pdf
Guide to Performance Contracting (Hawaii Department of Business, Economic Development, and Tourism)	http://hawaii.gov/dbedt/info/energy/publications/epc.pdf
Handbooks for Energy Efficiency (California Energy Commission)	http://www.energy.ca.gov/reports/efficiency_handbooks/
Innovative Financing Solutions: Finding Money for Your Energy Efficiency Projects (U.S. EPA)	http://www.energystar.gov/ia/business/COO-CFO_Paper_final.pdf
Legislation and Executive Orders Requiring Energy Performance Contracting (Energy Services Coalition)	http://www.energyservicescoalition.org/resources/legislation/stateleg.htm
List of ESCOs (National Association of Energy Service Companies)	http://www.naesco.org/organizations/companies.aspx?CatID = 3
Manage Energy Uncertainty: Use Quick Financing for Energy Efficiency Projects (International City/County Management Association)	http://www.coloradoenergy.org/activities/success/download.aspx?CaseStudyID = 22
Model State Enabling Legislation for Green Performance Contracting (Leonardo Academy)	http://www.leonardoacademy.org/download/Model%20Legislation-04-27-07.pdf
Performance Contracting Process Flowcharts (Pennsylvania Department of General Services)	http://www.portal.state.pa.us/portal/server.pt/gateway/PTARGS_0_2_8527_1300_244922_43/http%3B/enctcapp099%3B7087/publishedcontent/publish/cop_general_government_operations/dgs/community_content/facilities/document_management/guaranteed_energy_savings/flowchart_both.pdf
Public Benefit Charge Funded Performance Contracting Programs – Survey and Guidelines (LBNL)	http://eetd.lbl.gov/EA/EMS/reports/46071.pdf
State Policies for Financing Electricity Resources: Financing Energy Efficiency (National Council on Electricity Policy)	http://www.ncouncil.org/pdfs/pubs/FINAL.EE.Financing.pdf

Resources: State Examples and Information Resources	
Information Resources	
Statewide Procurement of Master Lease Financing for Performance Contracting Projects (Energy Services Coalition)	http://www.energyservicescoalition.org/resources/documents/Statewide%20Finance%20Procurement%20Guide.doc
Organizational Resources	
Department of Energy	http://www.eere.energy.gov/buildings/info/plan/financing/contracts.html
Database of State Incentives for Renewable Energy	http://www.dsireusa.org/
Energy Services Coalition	http://www.energyservicescoalition.org/
ENERGY STAR	http://www.energystar.gov/index.cfm?c = business.bus_index
National Association of Energy Service Companies	http://www.naesco.org/default.htm

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