Investment Grade Audit Report
prepared for

Cathedral Square Towers

Kansas City, Missouri

July 6, 2009

Energy Solutions Professionals

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Energy Solutions Professionals

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Introduction

The entire Energy Solutions Professionals Team would like to thank Cathedral Square Towers & YARCO staff and administration for your time, consideration and assistance throughout this Investment Grade Audit Report. We extend special thanks to your office staff for their help gathering the utility data and field information that was essential to developing and creating the ensuing IGA Report. ESP's mission is to provide exceptional energy services in a professional, people-oriented and cost effective manner, with an emphasis on integrity and excellence.

The purpose of this IGA report is really two-fold. First, identify and quantify energy and facility improvement opportunities that could be paid for by savings, and share our findings with your team in a clear and concise manner. One of the primary issues is to verify whether it would be financially viable to add a heating hot water boiler to replace the Trigen Steam heating system. Secondly, we will provide information about various options for implementing these improvements; guaranteed savings energy performance contract and Green Retrofit Program Grant money, and identify the financial impacts of each approach. Our objective is to present information that will enable YARCO/CST to make informed decisions about what steps you can take to reduce your operating costs by being energy efficient, and provide details that demonstrate the value of each implementation plan.

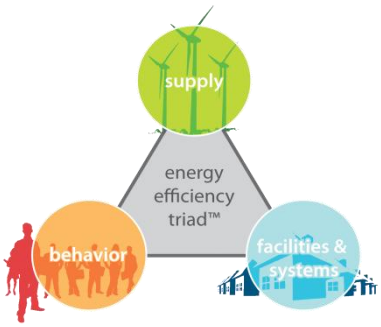
We assure optimal results by employing an approach that proactively involves all key people in the decision process. To gain an understanding of your organization and accomplish a "big picture" analysis, our project team spent time with CST/YARCO staff. These meetings help open channels of communication between all people impacted by the project, and develop a partnership between your Team and Energy Solutions Professionals. Further workshops may be used to allow our joint Project Team to establish all factors that should be weighed in developing the final scope of energy and facility improvement measures, and to ensure common goals for the EPC./GRP.

ESP has a corporate structure and size that enables us to offer comprehensive services and tangible guarantees, without the large overhead costs associated with other ESCOs. Our creative, unbiased technical expertise enhances savings potential, while superior project and construction management reduces costs. We offer comprehensive and unique performance management services that maximize savings and diminish difficulties during the (optional) guarantee phase of projects.

Energy Solutions Professionals will completely manage the project and guarantee all cost, savings and performance. Our vendor-independent, flat-tier construction and distinctive approach gives CST more control over energy conservation measures (ECMs), equipment and services selection, while shifting the risks associated with project implementation onto ESP and our team of experienced and highly skilled engineers. Our approach puts control firmly in your hands, while we complete a guaranteed program geared toward your specific needs.

There are many advantages associated with using Energy Solutions Professionals and our unique process. The result is a truly holistic project that is co-authored by Cathedral Square Tower & YARCO staff and our team of experienced professionals. Energy conservation measures are selected based on maximizing dollar savings and facility improvements. Our approach minimizes cost, risk and time, while enhancing the living environment within your building. Itemized costs and savings are identified up front and presented in workshop setting, so decisions are based on thorough evaluation of the Technical, Financial, People and Business implications of each measure.

ESP's entire Team is totally committed to providing holistic solutions. So, we have developed an approach that we refer to as the *Energy Efficiency Triad*™ (See Graphic). We recognize that utility and operating costs can only be truly optimized if equipment and systems are at peak efficiency, people are trained how to utilize systems in an effective and cost-conscious manner, and utility supply is evaluated from a cost and sustainability perspective. Taking this holistic approach ensures optimal savings over time.



Executive Summary

Completing this Investment Grade Audit allowed us to learn more about your facility, identify your primary energy and infrastructure needs, and determine that there are opportunities for us to provide tangible assistance. Our team's general assessment is that while your building is clean and decently maintained, the primary energy consuming systems are rather old and inefficient. The audit; which consisted of site-visits, utility analyses, interviews with CST personnel and contractor walkthroughs for bidding purposes, uncovered several substantial energy savings and facility upgrade options.

We are confident we can help you save a significant amount off your annual utility costs (See Table 1), while offering cost-effective and turnkey installation services that will reduce your risk and headaches during construction. Further, our approach ensures that the equipment installed provides the lowest cost to own over time, not simply the lowest first cost. This energy saving project enables Cathedral Square Towers and YARCO to reinvest energy savings to acquire facility improvements today, without spending capital funds.

This audit report includes a list and descriptions of the potential energy saving measures available via a holistic solution approach, tables providing a summary of guaranteed savings and costs for each measure evaluated, discussion about potential financial parameters, discussion of grant and/or rebate monies that may be available to help fund the scope of work, projected implementation plan and timeline, and some more detailed discussion about ESP and our approach to your project.

We recognize that the current primary objective is to ensure that an alternative heating system (boilers) can be installed in a cost-effective manner, and in time for the 2009 heating season. ESP is capable of accomplishing this service, plus the other measures identified here-in.

We have had discussions with the same finance company that provided funding for the Nowlin project, and they have indicated a high level of interest in financing this project as well. The rates and terms identified in the financial aspects section of this report are based on current quotes.

Table 1 | Projected Energy Savings Potential

	Estimated Savings	Project Magnitude Savings Can Fund
Energy Savings by Utility		
Electricity	$22,800	$170,000 to $220,000
Gas & Water (Estimated)	$43,500	$330,000 to $430,000
Behavioral Training (Mostly Electric)	$19,100	$140,000 to $190,000
Consolidate Meters & Eliminate Late Fees	$15,000	$110,000 to $150,000
Potential Project Magnitude:	**$85,400**	**$750,000 to $990,000**

Environmental Impact

The issue of climate change due to fossil fuel usage as well as continued depletion of natural resources has brought the issue of environmental stewardship to the forefront of many people's minds.

Cathedral Square Towers can make a positive impact on the environment by addressing energy efficiency at your facility. Table 2 provides an illustration of the impact implementing the identified energy conservation measures would have on greenhouse gases.

Table 2 | Greenhouse Gas Reductions Achievable by Implementing Project

Greenhouse Gas	Emissions Reduced (lbs.)
Carbon Dioxide (C02)	725,654
Sulfur Dioxide (S02)	2,811
Nitric Oxide (NOx)	1,156
Which in everyday terms is equivalent to any one of the following:	
Saving 37,361 gallons of gasoline	
Removing 60 cars from the road	
Preserving 75 acres of pine forests	

Summary

The energy saving opportunities and facility infrastructure improvements ESP has identified within this report can positively impact energy efficiency, finances, and comfort at Cathedral Square Towers, which benefits the staff, residents and community both today and far into the future.

Energy Solutions Professionals' entire team truly appreciates the opportunity to work with your staff on this very important project.

Existing Conditions & Utility Analysis

Existing Conditions

We toured your facility, evaluated the energy-consuming systems and spoke with both your staff and contractors that have completed work within your building. The Cathedral Square Towers have a combination of aging and past useful life equipment and some fairly new lighting systems in common areas. While the systems are old and beginning to fail due to their age, the facility is in a good state of repair, with common areas being clean. The utility analysis, site visits and conversations with your staff and subcontractors reveal that there are opportunities for substantially improving system efficiency, decreasing operating costs while enhancing comfort.

The building is 13-stories, with one of these being a basement area that consists primarily of common area and services; such as a fitness room, crafts room, hair salon, and mechanical rooms. The main floor or lobby floor consists of a large lobby area, building management offices, a large kitchen, and large gathering space. There are 156 living units, 12 of which are two bedroom apartments. Each unit has a restroom with one 2-lamp compact fluorescent fixture over the sink and standard-flow shower, faucet and toilet. Lighting in the room and kitchen area consists of fluorescent and incandescent fixtures. Each unit is equipped with ceiling fan, refrigerator, electric stove, oven and a two-pipe fan-coil unit on a single set-point thermostat.

Heating and cooling is provided from a central plant located in the basement. Heating is with steam from Trigen that is used to heat hot-water which is distributed throughout the building. Cooling chilled water is provided by a chiller and cooling tower combination that are past their useful life.

As a not-for-profit facility CST offers affordable and safe housing for elderly and handicapped individuals. In order to continue providing low-cost housing with the valuable amenities currently available, it is vitally important the organization either fix or replace aging equipment, and take steps that will dramatically reduce operating costs.

Significant energy savings, improved comfort and improving the environment are all obtainable goals that may be achieved through a comprehensive energy performance contract project. These improvements can be obtained by reinvesting currently budgeted operating dollars back into the facility, rather than the utility companies.

Utilities within the facilities consist of electricity, water, sewer and steam (Trigen). There is a main electrical feeder and associated meter, plus a meter for each unit in the building, which is not really needed since YARCO pays all utilities.

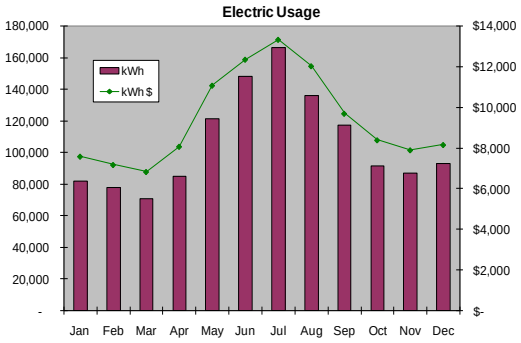
Utility Analysis

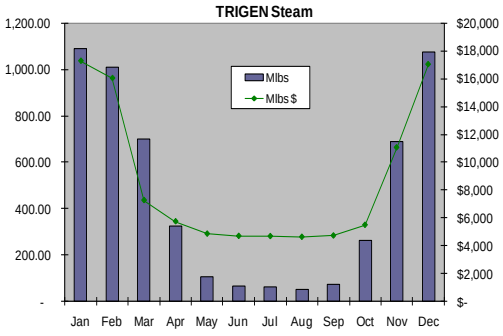
We were provided about 1 year of electricity, steam and water / sewer utility history; which we entered into our utility analysis tool to help us organize and analyze the data.

The Table below shows a breakdown of the costs by utility type, which allows us to understand that the primary costs reside within electrical and steam systems, which is where energy saving efforts should then be focused. However, the water/sewer costs are higher than normal averages also.

Cathedral Square Towers	
Electricity	$112,610
Steam	$103,357
Water/Sewer (EST)	$ 38,178
Meter Charge/Late Fees	$ 15,000
Total Utilities:	**$ 269,145**

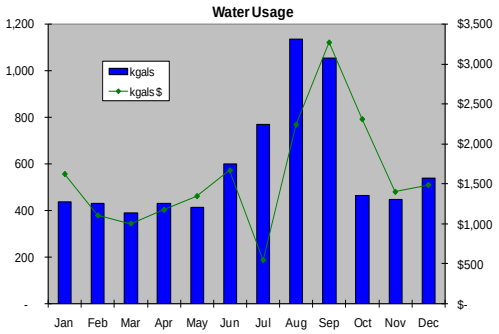
Monthly trends provide a macro-view of whether the energy consumption is following expected "normal" trends; such as higher electric cost in summer due to cooling costs and vice-versa with steam. CST does reflect a large summer spike for electricity, so significant savings potential for improving the cooling efficiency exist. The steam has a very prototypical usage and cost trend; however, the summer costs are much greater than would be expected for heating domestic water.





As the graph on the following page depicts, the water/sewer monthly trends track the way one would expect, with a spike in water usage and cost in the summer months. This spike may be attributable to either cooling tower

makeup or irrigation of the grounds. In either case, CST should not have to pay sewer charges for this spike in water



usage, because the water is either being evaporated or not put into the sewer system.

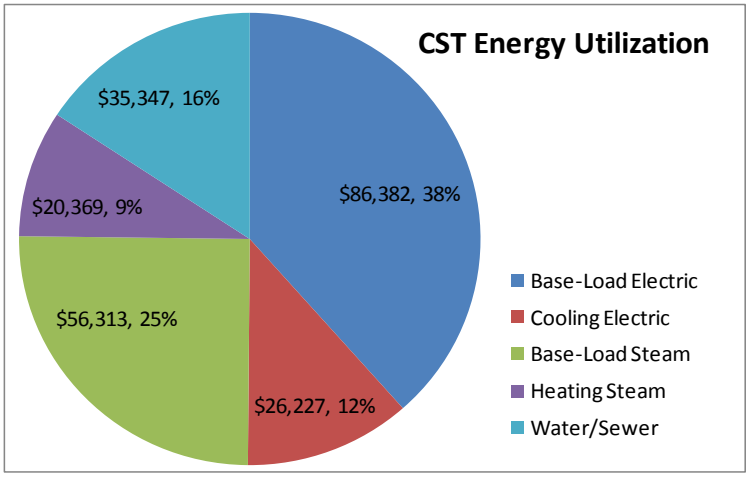
In addition to monthly trends, it is beneficial to calculate and examine the cost of utilities on a "cost-per-square-foot" basis. This benchmark provides a picture of the energy efficiency of buildings compared to similar type facilities in the area, which can yield a good sense for the magnitude of savings that may be achieved within a facility. Cathedral Square Towers is well above what we would expect to see for an energy efficient high-rise apartment in the Kansas City area. This suggests that significant energy savings opportunities are available at CST.

We then broke-down the utilities into (estimated) energy utilization by type. This helps us to determine which system types need to be focused on with respect to potential energy saving opportunities. As can be seen on the pie-chart and monthly usage/cost graphs below, CST has a fairly large and rather consistent "base-load" monthly cost. This implies that cant saving opportunities exist with respect to addressing run-time and efficiency of base-load equipment (lights, fans, pumps, computers, copiers, printers, domestic water devices, etc.). This high base-load usage lends itself to a comprehensive Energy Conservation Training for the staff, custodians and maintenance team at Cathedral Square Towers in order to optimize savings.

Summary of Utility Analysis & Site Survey Observations

Couple the utility analysis with site-survey findings, and we are confident that significant energy and operational savings opportunities are available for implementation at the Cathedral Square Towers. Taking a comprehensive approach to replacing the Trigen steam system with high-efficiency hot-water boilers would lead to savings that could largely pay for the cost of implementing the improvement. Further, addressing the obvious inefficiency of some of the other energy-consuming systems will provide for an improved living environment, and enables funds to be invested in the Tower as opposed to sent out to pay utility companies. Finally, there may be a viable opportunity to implement a behavioral training program that could greatly reduce energy waste throughout the facility, while providing the framework for the reporting information that would be needed for acquiring Federal Grant monies through the Green Retrofit Program. Implementing a holistic program that includes all of these measures would have a long-term and profound impact on the budget, infrastructure and living environment within dral Square Towers, while also having a positive impact on the global environment. In essence, the holistic solution offers an avenue for CST to strate fiscal and environmental stewardship. The purpose here is to share the options available to you.

Energy Utilization Table		
Energy Use Category	**Annual Cost**	**% of Cost**
Base-Load Electric	$86,382	38%
Cooling Electric	$26,227	12%
Base-Load Steam	$56,313	25%
Heating Steam	$20,369	9%
Water/Sewer	$35,347	16%
Total Annual Utility Cost	**$224,639**	**100.0%**



Potential Improvements List & Descriptions

Energy Solutions Professionals is committed to providing truly holistic solutions for Cathedral Square Towers. Our team of highly experienced professionals investigates opportunities for savings related with system/equipment efficiencies, behavioral issues of how your staff and residents operate energy consuming equipment and supply-side aspects of utilities to determine whether there are viable opportunities for renewable energy or rate structure savings. This broad-based approach is only possible due to the highly experienced and qualified group of professionals ESP has assembled to provide services for our clients.

The table below presents energy-saving solutions that will address all three areas that affect your energy efficiency and related cost. Descriptions of each measure follow the table.

Facilities & Equipment
- Lighting Improvements
  - Fluorescent Retrofits
  - Incandescent & HID to Fluorescent
  - Exit Signs to LED
- Water Conservation Measures
  - Low flow sinks, showers, toilets
- Vending Machine Controls
- Replace Steam System w/ HW Boilers
  - Install High Efficiency Heating HW Boiler
  - Install High Efficiency D HW Boiler
- Replace (OLD) Chiller
- Replace (OLD) Cooling Tower
  - Install Variable Frequency Drive Control
- Green Retrofit Program Measures
  - Replace refrigerators
  - Replace dishwashers
  - Replace Apartment Fan-Coil Units
  - Building Envelope (Doors, Windows, etc.)
  - Ventilation/IAQ (Ceiling & Exhaust Fans)

Behavior
- Energy Conservation Training
- Assist w/ (Potential) Grant-Reporting

Supply
- Meter Consolidation & Reduce Late Fees

Lighting Improvements

New lighting technologies produce light at greater efficiencies than older systems. In addition to greater efficiency, lighting retrofits can also provide advantages such as increased light levels where needed, improving the color of the light, and the replacement of failing fixtures. Maintenance costs can also be reduced by installing new lamps and ballasts.

Fluorescent Upgrades

Existing T12 fluorescent lighting with magnetic ballasts will be replaced with energy- efficient T8 lamps and electronic ballasts. The process of replacing older T12 lamps and magnetic ballasts with the more efficient T8 technology allows not only for longer lamp life and improved light quality, but also a reduction in energy consumption of up to 45% or more.

Even older T8 fluorescent lamps can be replaced with the newer generation of T8 lamps to improve efficiency. These lamps carry the same advantages of all T8 technology including longer lamp life and improved light quality. Energy savings can be maximized utilizing the newest generation of T8 lamps.

In some situations, the existing fixtures are beyond their useful life, while in other situations, the configuration and use of the space has changed. Either of these conditions can necessitate that the entire fixture be replaced. Although the first cost is higher than just the straight retrofit, the savings can be even greater than that of the retrofit.

Incandescent to Fluorescent Conversions

Incandescent and tungsten halogen fixtures can be retrofitted with compact fluorescent lamps, or replaced with new fluorescent fixtures. Due to the improved efficiency of fluorescent lighting over the incandescent lighting, savings achieved can be near 70%. Compact fluorescent lamps also provide a much longer lamp life than that of incandescent lamps, which reduces overall lamp maintenance.

High Intensity Discharge (HID) to T5 Fluorescent Conversions

In many high ceiling applications HID lighting has been the commonly accepted solution. This is especially true in warehouse, garage and similar applications. Replacement of HID with T5 fluorescent fixtures in these areas provides several advantages. The overall quality and color rendering of the fluorescent is much better than that of all the various HID options. The T5 lamp technology also has a much longer rated life than that of HID lamps allowing for reduced maintenance and lamp replacement frequency. The third advantage is that of energy savings. The T5 technology does have better efficiency than the HID allowing for more light with less energy consumed. In addition, the T5 fixtures can be turned off during low usage times and easily turned back on when needed. The HID technology requires several minutes to reach optimal lighting levels once they are turned on. This issue is the often times the reason that lighting is left on during times of un-occupancy and thus needlessly consuming energy.

LED Exit Signs

Older generation exit signs are typically equipped with either incandescent or fluorescent lamps. These older exit signs can be converted or replaced with

Light Emitting Diode (LED) technology. LED technology allows for significant energy savings as well as much improved lamp life of 5-10 times that of traditional incandescent and fluorescent exit fixture technologies.

Occupancy Sensors

Occupancy sensors are a proven technology that provide for great energy efficiency. These devices are typically connected to the lighting in various spaces to allow the lighting to be turned off when a room or space is no longer occupied. Once someone enters the room the sensor or sensors detect occupancy and subsequently turn the lighting on. The ability to turn lights off automatically has proven to be more effective than relying on people to consistently turn lights off.

Day-lighting Control

In areas where adequate daylight is available, electric lighting can be controlled off to conserve energy. Potential areas may include anywhere with large windows or skylights, including: offices, atriums, hallways, and large open public areas. In large open areas, day-lighting control may just turn off a row or two of lights nearest the windows.

Day-lighting controls can be provided via individual photocell sensors on individual circuits or a central control system may be used. Central control may be provided via the building's energy management system or through a stand-alone lighting control system.

Water Conservation Measures

Low-flow Toilets and Urinals

New plumbing technologies provide excellent functionality while utilizing less water than older systems. Improving water efficiency is accomplished by replacing water-consuming bathroom fixtures with more efficient fixtures. The majority of the existing toilets and urinals are of standard, high flow design. Prior to 1993, toilets were typically designed to flush a minimum of 3.5 gallons of water per flush. New technology greatly reduces this amount.

Faucet Aerators & Low-Flow Shower-heads

Water efficient sink faucet aerators and low-flow shower-heads also reduce the amount of water used while maintaining the same level of effectiveness by mixing air with the water stream. All of these devices will reduce the amount of water consumption, as well as conserve heating energy used for domestic hot water at the sinks and showers.

Vending Machine Controls

Vending machines operate continuously regardless of the presence of potential consumers. Energy consumption by these machines can be reduced by controlling the lighting to coincide with space occupancy as well as the refrigeration being cycled to provide the proper temperature instead of running continuously. Installation of specifically manufactured controls on vending machines can greatly reduce energy consumption.

Energy Management System &/or Programmable Thermostats

An Energy Management System (EMS) is a computer-based control system that can automatically monitor and run multiple building systems including environmental, lighting, fire protection, and security. The technology allows precise control of HVAC equipment such as pumps, fans, air-handling units, dampers, boilers and chillers.

Central Interface

A significant benefit of an EMS is the computer-based graphical user interface. This feature allows facility maintenance personnel to monitor, troubleshoot, and control HVAC systems and building temperatures from a remote location. This can result in quicker maintenance response time to troubled systems, reduced downtime, and better comfort control throughout the facility.

An EMS can be installed and programmed to perform very basic energy strategies, very advanced energy strategies or a combination of both.

Night Setback

One of the most basic energy saving functions of an EMS is temperature setback control during unoccupied periods. The basic rule for energy savings is that if it isn't being used, then turn it off. An EMS should be used to turn off equipment during periods when it is not needed and HVAC equipment should be either turned off or the temperature set-point should be setback as far as possible to achieve maximum energy savings. Humidity control, freeze protection, and adequate building warm up time are critical considerations when determining setback control strategies.

Replacement of failed thermostats

As part of installing an energy management system, upgrades to zone-level temperature control is often achieved. New sensors and thermostats will be installed that will allow the new system to function properly and efficiently. Temperature set-points and unoccupied control can be controlled

by either the room occupants or the building operator using the central interface. Problem temperature areas will be addressed and corrected which will allow for a better work environment as well as efficient operation of the systems.

Advanced Control Strategies

Additional control strategies may be of value when optimizing the control of the building systems. Some of these strategies are described below; during the investment grade audit existing use of the EMS will be investigated and the potential to incorporate advanced strategies will be analyzed.

Optimal start/stop – A computer based EMS is a system that can "learn" the characteristics of the facilities it is controlling. By continuously collecting data at the beginning and end of the occupied schedules, and the amount of time to achieve occupied set-points, it can reset the actual start and stop times to optimize energy efficiency yet still maintain occupied set-points.

HVAC Improvements

Installation of a High Efficiency Boiler Plant

Removing the need for the building from having purchase steam would greatly reduce operational costs. The installation of a high efficiency boiler plant utilizing natural gas to provide heating hot-water as well as domestic hot water in a manner that would reduce utility costs while also enhancing comfort and temperature control within the building.

Installing condensing boilers would result in two primary savings opportunities: 1) Eliminate losses associated with converting steam to hot water, 2) eliminates steam-trap losses

Centrifugal Chiller Replacement

The current centrifugal chiller is past its useful life, and is in a state where significant funds are required to keep it operational from year to year. In addition, the vintage of the chiller is such that it is not very efficient. We strongly recommend the replacement of the existing chiller a new high-efficiency centrifugal chiller. This would provide substantial energy and operating & maintenance savings, while also providing improved temperature control and comfort within the tenant spaces

Cooling Tower Replacement

The current cooling tower is also past its useful life, and is in a state where significant funds are required to keep it operational from year to year. Although a new cooling tower will offer some energy savings, replacing the tower based on energy savings alone would yield a lengthy payback. We do recommend the replacement of the existing cooling tower with a new tower to replace the old cooling tower. The new tower would complement the new chiller to be installed and eliminate significant capital expenditures for the cooling system for many years to come. Some energy and operating savings will be achieved; however the maintenance savings will be significant. All the while the new tower will work in conjunction with a new tower to provide improved temperature control and throughout the building.

Cooling Tower VFD Control

Equipping the new cooling tower with a variable frequency drive and associated control logic will greatly enhance the energy efficiency and life of the fan motor for the cooling tower.

Green Retrofit Program Energy Saving Measures

As a Section 202 property, Cathedral Square Towers may be able to receive a grant or loan from HUD under the Green Retrofit Program for Multifamily Housing. This program is part of the Federal stimulus money from the American Reinvestment and Recovery Act of 2009. These funds could be applied to address the following items, and potentially other facility issues.

Replace Resident Appliances

When existing residential appliances are shown to be reaching the end of their useful life and/or are not "Energy Star" rated equipment, they may be replaced through the Green Retrofit Program grant process. Further investigation is warranted to understand whether the refrigerators, dishwashers and kitchen exhaust fans would qualify for replacement.

Replace Resident HVAC Units

The existing fan coil units serving the CST apartments are old, and not likely Energy Star rated. While the savings associated with replacing them would be fairly minimal, comfort and equipment reliability could be greatly enhanced by replacing them.

Upgrade Ventilation & IAQ Items

Kitchen ventilation and apartment air-quality are topics of concern as part of the GRP. As such, kitchen exhaust and ceiling fans are eligible for replacement through this program.

Upgrade Building Envelope

The GRP allows for replacement of inefficient windows, exterior and sliding-glass doors, building insulation and roofs. ESP does not think there is much need for any of these items; however, further investigation may be warranted.

Energy Conservation Training

General Overview

Energy Conservation Training is a people oriented program that trains personnel in energy saving concepts and practices within their discipline. The ESP program targets all utilities, including water and sewer, and concentrates primarily on after-work hours and non-work days for generation of savings. It is not our intention to disrupt the work process or make the environment uncomfortable. Energy Conservation Training enlightens personnel to be more energy conscious within their work environment and control. It also assigns responsibility for energy savings to those people in positions that have the most opportunity to save energy. The program offers an accountability process that allows personnel to stay informed about energy consumption and consumption changes in the building.

We believe in using positive and immediate reinforcement methods to encourage the desired energy saving behaviors of building occupants. Our desire is that every employee within the building will take ownership in this program and feel like they are contributing to a program that makes a difference in the community and in the world.

Our Unique Approach to Energy Conservation Training

We offer a unique approach to energy conservation training that combines the skills of changing behaviors and training people to be more energy efficient with the technical knowledge and understanding of energy consuming systems that comes from having energy engineers on staff.

This holistic combination of skills enables us to address changing behaviors, while doing so with the technical backing of years of experience in understanding the efficiencies of equipment and systems, and the functional effects of changing how they operate.

Green Retrofit Program Reporting & Tracking Assistance

The ESP Energy Conservation Training program actually lends itself well to the support and fulfillment of a number of the reporting and tracking requirements associated with the Green Retrofit Program grant/loan funding. The ongoing reporting, training and incentivizing of residents, utility monitoring and other functions would all be fulfilled through an energy conservation training program. The (potential) annual grant funds would greatly exceed the annual cost for the program, so this opportunity may warrant further investigation and discussion between ESP and CST/YARCO teams.

Utility Supply

ESP has conducted a utility bill analysis to determine whether there are any rate adjustments, meter consolidation or other supply-side opportunities. Initial findings indicate there is a substantial opportunity to reduce meter charges, late fees and the significant rate increase the Trigen has implemented.

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Potential Savings & Project Magnitude

We have applied general engineering principals, historic performance of similar energy conservation measures and practical evaluation of current site-conditions to generate the following projected savings for Cathedral Square Towers. The table below provides a synopsis of the projected potential combined savings for CST, and gives some insight into the savings by utility type. These savings percentages were arrived at after we applied a cost-per-square-foot and benchmarking evaluation of each building to help us gauge the magnitude of savings potential. This utility analysis was used in conjunction with site-surveys that uncovered some of the technical opportunities available at the Tower. The combination of high cost-per-square-foot for utilities; and the site-visits uncovering several significant savings opportunities, makes us confident that the following projections are very achievable.

The following table identifies the projected total annual utility cost savings by utility type. Annual Operation & Maintenance Savings have been projected as an approximate percentage of annual utility savings, which is a conservative depiction of savings amount that is traditionally achieved. The O&M savings are only an estimate at this point, and would consist of material & outsourced cost savings ONLY, with no credit for improved manpower or time-savings. The total annual cost savings; may cover annual debt-service that would enable you to pay for the "Total Project" amounts identified over a 10 or 15 year finance period, respectively.

Cathedral Square Towers	Historic Usage and Costs				Projected Savings	
	Annual Usage	Annual Cost	Unit Cost	Cost Per Sq-Ft	Savings Factor	Dollar Savings
Utilities						
Electric	1,275,876	$112,610	$0.088	$0.8608	19.00%	$21,400
Steam (Mlbs)	55,170	$103,357	$1.87	$0.7901	45.00%	$46,500
Water/Sewer (kgal)	7,113	$38,178	$5.37	$0.2918	50.00%	$19,100
Consol. Meters	NA	$15,000	NA	$0.1147	100.00%	$15,000
Total Annual Utilities		**$269,145**		**$2.06**	**32.3%**	**$87,000**
Annual O&M (as % of Utility Svgs)	12%					**$10,000**
Total Annual $-Svgs (10-Yr Plan)						**$97,000**
Potential Project Magnitude		**Projected Savings**	**Finance Multiplier**			**Total Project Potential**
Utilizing a 10-year Financing Plan		$97,000	7.65			$742,000
Utilizing a 15-year Financing Plan		$104,000	10.2			$1,061,000

We completed the above preliminary table in order to give us a gauge on project potential. We then proceeded with a detailed facility analysis, which included taking field measurements of existing systems. Further, we obtained contractor pricing to establish more accurate cost. These steps enable us to guarantee the cost and savings for each of the improvement measure opportunities identified.

The following pages provide summary tables identifying the results of the comprehensive evaluation, including pricing and savings for the various energy saving and facility improvement measures evaluated. Pricing for all the measures; other than the GRP items in GREEN, is based upon bids from multiple (local) contractors. Bids for the GRP Scope of Work will be garnered if YARCO elects to pursue this scope of work.

The first table represents all measures evaluated, while the second table includes only those measures we would strongly recommend for inclusion in an energy performance contract project. We welcome an opportunity to discuss the various options with your Project Team to determine the best course of action for proceeding with acquiring the much-needed energy and facility improvement measures identified.

Cathedral Square Towers - ECM Summary Table

Select	ECM Description	Projected Energy Savings	Projected O&M Savings	Avoided Future Cost	Total Annual Savings	Installed Cost	Simple Payback (Cost/Svgs)
x	Lighting Improvements - Commons	$2,917	$350	$0	$3,267	$19,879	6.08
x	Lighting Improvements - Apartments	$8,692	$1,043	$0	$9,735	$16,787	1.72
x	Water Efficiency - Commons	$663	$14	$0	$677	$6,108	9.02
x	Water Efficiency - Apartments	$19,005	$135	$0	$19,140	$152,457	7.97
x	Vending Machine Controls	$78	$0	$0	$78	$266	3.43
x	Install High Efficiency Boiler Plant (Heating & Domestic Hot Water Boilers)	$43,417	$0	$0	$43,417	$308,879	7.11
x	Chiller Replacement	$8,856	$3,500	$0	$12,356	$176,039	14.25
x	Cooling Tower Replacement	$193	$1,200	$0	$1,393	$57,564	41.33
x	Equip Cooling Tower w/ VFD	$1,878	$0	$0	$1,878	$7,775	4.14
x	Apartment Meter Consolidation	$13,020	$0	$0	$13,020	$4,654	NA
x	Eliminate Late Fee Charges	$1,900	$0	$0	$1,900	$1,995	NA
	Green Retrofit Program Projects						
x	Energy Star Rated Refrigerators	$5,408	$0	$0	$5,408	$93,288	17.25
x	Energy Star Rated Dishwashers	$3,224	$0	$0	$3,224	$55,614	17.25
x	Energy Star Rated FCU's	$27,300	$0	$0	$27,300	$726,033	26.59
x	Ventilation & Indoor Air Quality (ceiling fans)	$2,540	$0	$0	$2,540	$43,815	17.25
x	Project Contingency					$34,025	
x	Conduit & Attorney's Fees					$16,000	
x	Energy, Facility and Utility Analysis					$7,194	
x	Payment & Performance Bond					$37,160	
	Project Totals	**$139,100**	**$6,242**	**$0**	**$145,332**	**$1,765,531**	**12.15**

Cathedral Square Tower - ECM Summary Table (RECOMMENDED MEASURES for EPC)

Select	ECM Description	Projected Energy Savings	Projected O&M Savings	Avoided Future Cost	Total Annual Savings	Installed Cost	Simple Payback (Cost/Svgs)
x	Lighting Improvements - Commons	$2,917	$350	$0	$3,267	$19,928	6.10
x	Lighting Improvements - Apartments	$8,692	$1,043	$0	$9,735	$16,828	1.73
x	Water Efficiency - Commons	$663	$14	$0	$677	$6,123	9.04
x	Water Efficiency - Apartments	$19,005	$135	$0	$19,140	$152,832	7.98
x	Vending Machine Controls	$78	$0	$0	$78	$267	3.44
x	Install High Efficiency Boiler Plant (Heating & Domestic Hot Water Boilers)	$43,417	$0	$0	$43,417	$309,639	7.13
x	Chiller Replacement	$8,856	$3,500	$0	$12,356	$176,472	14.28
x	Cooling Tower Replacement	$193	$1,200	$0	$1,393	$57,706	41.43
x	Equip Cooling Tower w/ VFD	$1,878	$0	$0	$1,878	$7,794	4.15
x	Apartment Meter Consolidation	$13,020	$0	$0	$13,020	$4,666	NA
x	Eliminate Late Fee Charges	$1,900	$0	$0	$1,900	$2,000	NA
x	Project Contingency					$15,085	
x	Conduit & Attorney's Fees					$16,000	
x	Energy, Facility and Utility Analysis					$7,194	
x	Payment & Performance Bond					$17,039	
	Project Totals	**$100,600**	**$6,242**	**$0**	**$106,860**	**$809,571**	**7.58**

Potential Financial Parameters

An energy performance contract provides a financing mechanism that would allow the Cathedral Square Towers to install building improvements without spending capital funds, and with a guarantee that the reduction in utility and operational costs will pay for the upgrades. Annual savings are structured to cover annual debt service, so 100% of the project cost can be financed. The program can be structured so that the savings will exceed both the finance repayment costs plus any (optional) costs for on-going services. In this type of a self-funded program, CST does not need to provide funding up front. Instead, a (potentially) tax-exempt third party lease may be taken out to pay for the improvements, and all project costs are guaranteed to be repaid by energy and operational cost savings.

If verified energy savings during any twelve-month period of this paid-from-savings program are inadequate to cover the annual costs of the program, Energy Solutions Professionals will reimburse CTS for 100% of the shortfall. This shifts risk of project performance onto our shoulders, ensuring you of an effective program.

Energy Solutions Professionals' energy performance contracts are not "shared-savings" programs. Our programs are developed so that our clients retain 100% of the generated energy and operational savings after the project cost is paid. This is done specifically to ensure that a successful program is actually viewed in a positive light, as opposed to generating negative feelings due to haggling over the amount of excess savings.

Several potential sources exist for obtaining the funds necessary to enter a proposed Energy Savings Performance Contract at the Towers. These may include; but are not limited to, lease-purchase financing, tax-exempt third party lease, bonds, grants, rebates, Green Retrofit Program money and/or capital outlay. Project funds are typically placed in an Escrow Account controlled by the client, and project costs are paid on a percent-completion basis during the construction period. These costs are submitted on standard AIA Application for Payment documents that clearly depict project progress. Once construction is complete you are able to redirect dollars that had been budgeted for operational costs to make debt-service payments.

ESP's staff has extensive experience in helping to arrange financing, and will lend our expertise to find the best possible solution for CST, if this is desired. Financing does not represent a profit center for ESP. Our objective is to help you find the most cost-effective way to implement the project, so that you may maximize the value obtained from the savings generated through the energy efficiency measures. The primary deciding factor should be which avenue yields the best long-term value for your circumstance.

The tables on the following page are the sample pro forma cash flow for installed costs and savings depicted in the above ECM Summary Tables.

It should be noted that if Cathedral Square Towers would happen to qualify for the maximum amount of GRP Funds available ($15K/Unit), the energy and facility improvement measures identified herein would be entirely funded within this plan.

The final decision regarding what measures to include and whether to pursue GRP funds should include a detailed evaluation of the current Master Plan, to see how the energy performance contract project may positively impact and blend with the long-term objectives of your facility.

We have used an average of current indicative rates that have been provided from multiple finance companies. The financial markets are very volatile right now, and we have seen rates swing from 3.67% to 5.25% for ten-year terms over the past 6-10 weeks. ESP will work with CST & YARCO to help secure the absolute best rates available.

The cash flow presented on the following page demonstrates a 10-year financing plan with the Recommended Energy Conservation Measures. Utilizing an Energy Performance Contract approach would enable the new boilers to be installed prior to this heating season, and all other energy-saving measures could be installed this fall as well.

While the Green Retrofit Program MAY (if CST qualifies for funding) offer "free money" funding of the project, there will likely be a considerable delay trying to get the project through the bureaucracy associated with the Federal program.

Notice that we have identified some KCP&L rebate funds in the cash-flow. We have had extensive conversations with KCP&L rebate program representatives, and are confident we can secure (at a minimum) the amount identified in the cash flow table.

Cathedral Square Towers
BASE Project Preliminary Potential Cash Flow - 10 Year Term

Project Costs		
Installation Costs	$	803,124
Investment Grade Audit Fee	$	7,194
KCP&L Rebate (Med.Srvc)	$	(11,853)
Net Capitalized Costs	$	798,465
Annual Costs		
Technical Services Fee	$	-
Total	$	-

Projected Annual Savings		
Utilities		$100,600
O&M		$6,242
	$	106,842
Finance Factors		
Term		10.0 years
Interest Rate		4.85%
Escalation R		2.0%
Energy Esca		2.0%

YEAR	PROJECTED UTILITY COST SAVINGS	GUARANTEED UTILITY COST SAVINGS	OPERATIONAL & MAINTENANCE COST SAVINGS	AVOIDED FUTURE COSTS	TOTAL FUNDS AVAILABLE	DEBT SERVICE	GUARANTEED PROGRAM COST	PROJECTED EXCESS SAVINGS
Interim	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD
1	$100,600	$96,600	$6,242	$0	$102,842	$102,653	$102,653	$4,189
2	$102,612	$98,532	$6,367	$0	$104,899	$102,653	$102,653	$6,326
3	$104,664	$100,503	$6,494	$0	$106,997	$102,653	$102,653	$8,505
4	$106,757	$102,513	$6,624	$0	$109,137	$102,653	$102,653	$10,728
5	$108,892	$104,563	$6,756	$0	$111,319	$102,653	$102,653	$12,995
6	$111,070	$106,654	$6,891	$0	$113,545	$102,653	$102,653	$15,308
7	$113,291	$108,787	$7,029	$0	$115,816	$102,653	$102,653	$17,667
8	$115,557	$110,963	$7,170	$0	$118,133	$102,653	$102,653	$20,074
9	$117,868	$113,182	$7,313	$0	$120,495	$102,653	$102,653	$22,528
10	$120,225	$115,446	$7,459	$0	$122,905	$102,653	$102,653	$25,031
11	$122,630	$117,755	$7,608	$0	$125,363	$0	$0	$130,238
12	$125,083	$120,110	$7,760	$0	$127,870	$0	$0	$132,843
13	$127,585	$122,512	$7,915	$0	$130,427	$0	$0	$135,500
14	$130,137	$124,962	$8,073	$0	$133,035	$0	$0	$138,210
15	$132,740	$127,461	$8,234	$0	$135,695	$0	$0	$140,974
TOTALS:	**$1,739,711**	**$1,670,543**	**$107,935**	**$0**	**$1,778,478**	**$1,026,530**	**$1,026,530**	**$821,116**

The above cash flow table demonstrates that Cathedral Square Tower and YARCO could acquire all of the improvements identified in the Energy Conservation Measure Summary Table (Recommended Measures) without having to expend any capital dollars, or acquire Green Retrofit Program grants. The costs and savings values identified here are guaranteed, so your Team can rest assured that the project can be completed and be paid for by savings over time.

Notice that; with projected escalation rates of 2% - which is highly conservative for the utility escalation in light of rapidly increasing utility rates, the projected excess savings actually exceeds the installed cost within a 15-year window. This shows that the grouping of measures included within this cash flow analysis offer an extremely good Return on Investment ratio.

ESP's project team welcomes the opportunity to have workshop sessions with CST / YARCO staff to determine what you would like us to focus on as we develop the final grouping of energy-efficiency, facility improvement measures to include in a potential energy performance contract project. There are clearly a significant number of options for us to review together, and our focus will be to develop the project based on your primary needs, objectives and direction.

Summary: Green Retrofit Program Analysis

As a Section 202 property, Cathedral Square Towers may be able to receive a grant or loan from HUD under the Green Retrofit Program for Multifamily Housing. This program is part of the Federal stimulus money from the American Reinvestment and Recovery Act of 2009.

The funds available are capped at $15,000 per unit, or a total of $2.34 million for Cathedral's 156 units.

Additionally, the following incentives are available under this grant/loan:

- A $10,000 pre-development incentive at the closing of the loan
- A $30,000 efficiency incentive at the completion of the retrofits
- A $21,000 annual incentive performance fee for meeting program requirements.

There are a fair number of commitments that owners (i.e. CST / YARCO) are required to make if they apply for and receive these funds. Some of the key commitments are listed on the following page.

Key Commitments Required:

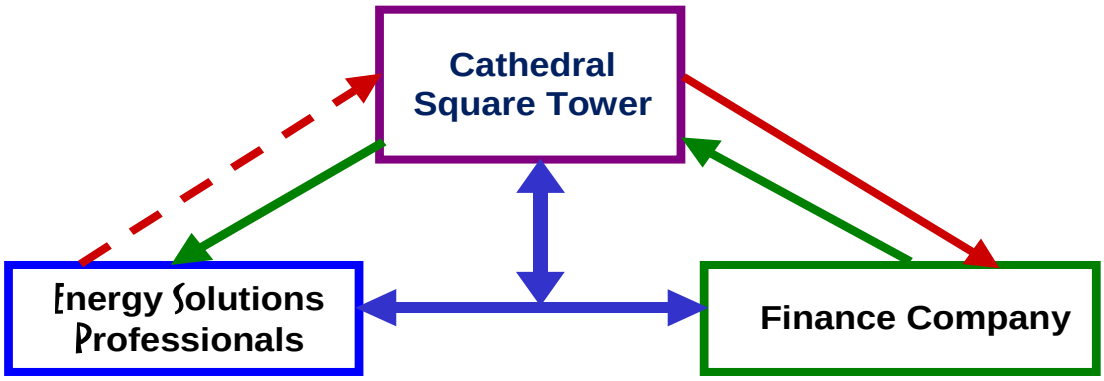
1. Provide Green Maintenance
   a. Use green cleaning and maintenance products
   b. Provide for recycling of non-hazardous household waste (if possible)
   c. Provide for collection and disposal of household hazardous waste (if possible)
2. Provide and implement a plan to involve, train and incentivize tenants in green operation.
3. Use Integrated Pest Management
4. Conduct Post-Rehab Baseline Studies
5. Tenant-paid energy and water use monitoring
6. One property manager must maintain green certification
   a. 16-hours of comprehensive training in green practices within 6 months of receiving loan/grant.
   b. 4-hours annually of continuing education
   c. Owner can include up to $6,000 the first year in the project to cover these costs, and $1,000 each year for all additional years under the program.

The first step to applying for a grant or loan is to determine if a particular property is eligible. HUD has provided a data entry tool (Excel based) that asks for information about the property and the finances of the property to determine eligibility for the funds. We can show you where to find these forms (although it is our understanding that you already have access to them). If after filling out and evaluating these forms it is determined that the property is eligible, then it may make sense to gather the required information for the application.

Energy Solutions Professionals is prepared to assist YARCO with proceeding down the path of investigating the GRP grant opportunity. We offer on-going technical services that would blend well with several of the on-going reporting and training requirements associated with securing the up-front and then annual funds associated with implementing a project through the Green Retrofit Program funding model.

Model of Energy Performance Contract Financing

When clients elect to utilize a third-party financing mechanism, the financing plan typically follows a three-step process. Negotiations with finance companies occur during the IGA phase, and the financing is established prior to finalizing any Energy Savings Project contract documents.



BLUE Arrows: Communication during the development of the financing agreement. Key factors to consider when arranging financing and selecting a lessor include:

- Rate: Finance & escrow interest rates, associated fees (bond/legal council, etc.)
- Terms: Duration of lease, construction-interest, security-interest in equipment
- Flexibility: Early payment/termination, master lease, non-appropriation language
- Provider: Financial stability and experience

GREEN Arrows: Flow of Money and Communication during Construction

- Lease and Escrow Agreements are signed between you and Lessor, and an escrow account under your control is established. This escrow account is the amount of the project cost, or project cost plus interim construction interest costs.
- The lease company will typically require a "first security interest" in the equipment they are funding as part of the performance contract project.
- **E**nergy **S**olutions **P**rofessionals will issue draw requests; based on the percent of completion, to you during the construction period. You have the authority to approve or deny the payment (based on actual performance of **E**nergy **S**olutions **P**rofessionals and our subcontractors) from the escrow.

RED Arrows: Payments and Communication during Performance Period

- Payments are made from the Client to Lessor. You will redirect existing utility and operating dollars that have been saved to pay for upgrades.
- The red, dashed line identifies that **E**nergy **S**olutions **P**rofessionals is responsible for measuring and verifying savings (per a mutually agreed plan), and will reimburse you for any and all savings shortfalls that **may** (usually no shortfalls) occur.

The above is a brief synopsis of potential financial aspects associated with implementing an energy savings project. We would welcome an opportunity to speak with you to further explore all of the financial aspects involved in typical projects.

Project Planning and Implementation Process

ESP's typical management plan involves three primary stages: project development, project implementation, and performance management. The project development stage usually includes a preliminary analysis to confirm economic viability. This report is a direct result of our Investment Grade Audit, and reflects that substantial opportunities exist for the CST facility that we evaluated. The implementation stage is typically much faster-track than traditional construction, and our unique management and delivery approach enables ESP to complete implementation in a cost-effective manner for our clients. The final stage is performance management, encompassing construction closeout through the (potential) finance period.

Our typical schedule for completing an audit and implementation phase for a project of the approximate magnitude identified for your facilities is about three to six months. The Investment Grade Audit phase for your facilities will take about 1-1/2 months. Energy Savings Project contract negotiations would be done in parallel with the IGA,. Depending on the magnitude of the scope of work included within the project, implementation may take anywhere from 2 to 3 months.

Energy Solutions Professionals will take sole-source responsibility for each phase of the work. We provide the audit, engineering, project and construction management, business and financial services required to manage every aspect of the project. We are committed to installing energy efficiency improvements that maximize savings, improve the interior environment within CST and meet your long-term needs and objectives. To ensure that we meet our common objectives, we take great strides in developing energy conservation measures that are fundamentally sound. We analyze each recommendation to be sure that it has a positive impact from a technical, financial, business, and people perspective.

Our highly experienced team of engineers and project managers will completely manage the project and guarantee the cost, savings, and performance. The cost guarantee eliminates contractor-initiated change orders. Our vendor-independent, flat-tier construction and unique approach give you total control over Energy Conservation Measures (ECMs), equipment and services selection. It also shifts the risks associated with project implementation to ESP. We provide a distinctive approach to guaranteeing savings, specifically designed to prove the results at a minimal cost to CST. We assure performance via traditional Payment & Performance Bonds, system commissioning and post-installation efficiency measurements.

There are many advantages associated with using our unique process. The result is a truly holistic project that is co-authored by Yarco/CST staff and ESP's' staff of experienced professionals. We assure you that the focus will remain on YOUR objectives and needs, so that the project is a success in your and your constituent's eyes.

ECMs and ongoing services are selected to maximize dollar savings, facility improvements, the indoor environment and the global ecosystem. Our approach minimizes costs and risks for CST, while enhancing the community and global environment. Itemized costs and savings for each measure are presented in a "laundry-list" format to ease your decision-making ability. We hold workshop meetings with all impacted department's involvement, which ensures that the project aligns with your long-term objectives.

Our corporate structure and extremely streamlined approach to project implementation ensures that costs are controlled, increasing the "bang for buck" that our clients receive for the energy savings generated. This enhances our ability to include both energy saving and facility improvement measures in our holistic Energy Saving, Facility Improvement projects.

CATHEDRAL SQUARE TOWERS

Energy Performance Contract
Potential Project Development Plan

	Month	Feb				Mar				Apr				May				Jun				Jul				Aug				Sep				Oct				Nov				Dec			
	Week	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
Preliminary Energy Analysis																																												
ESCO Selection																																												
Investment Grade Audit Phase																																												
Utility Analysis																																												
Site-surveys																																												
Field Measurements																																												
Energy Eng'ring & Savings Calcs																																												
ECM Scope Development																																												
Sub-contractor Walkthroughs																																												
Pricing Evaluation																																												
Project Scope Development																																												
Financing Options																																												
IGA Report & EPC Documents																																												
(Potential) Implementation Phase																																												
Secure Conduit Financing																																												
Sign Energy Performance Contract																																												
Project/Construction Management																																												
Submittals & Approval (Long-Lead Items)																																												
Submittals & Approval																																												
Vendor PO's & Equipment Release																																												
Subcontract DBIA Contracts																																												
Construction																																												
Lighting & Occupancy Sensors																																												
Water Conservation																																												
HVAC - Chiller and Boilers																																												
HVAC - Cooling Tower & VFD																																												
Misc. (VFDs, Sewer Meter, etc)																																												
System Commissioning																																												
Operations & Maintenance Manuals																																												
Performance Management Phase																																												
Measurement & Verification																																												
Project Finalization Report																																												
M&V / Energy Savings Report																																												
Warranty Services (Minimum of 1-Year)																																												

Project Was Put on HOLD by Client

NOTES:

1. ESP recognizes the need to have the boiler(s) placed and fully functional prior to the 2009 heating season, and we commit to getting this accomplished if approval can be achieved in a timely manner.
2. We will work diligently to schedule activities so that the project has a minimal negative impact on the day-to-day activities of the folks in Cathedral Square Tower.
3. ESP will provide an on-site construction manager who will coordinate the project, secure access and oversee contractors to ensure quality and timely implementation.

ESP's Philosophical Approach to Projects

Technical and financial aspects are the foundation of energy-efficiency, facility-improvement projects. We at ESP recognize and embrace this; however, we also realize that people and business concerns often form the primary basis from which key decisions affecting your facilities (comfort, living environment, morale) are made. The chances of successful implementation and long-term value decrease dramatically if all four of these areas are not evaluated and touched-upon. Each should be explored to acknowledge lessons of the past, comprehend the current situation and to effectively shape the future. The process for evaluating each facility improvement measure should include a filter that incorporates all four core areas, which will enable sound decision-making regarding what measures to include in the overall project. Our grasp of this concept; and the subsequent procedures we have in place for design, solution development and project implementation allows us to provide superior value and holistic long-term solutions.

We look forward to working with your staff to endeavor to understand who you are (mission, principles, purpose, roles) and what you do (goals, plans, systems, skills). This provides key insight for us to structure a program that addresses your needs, while remaining true to your primary mission and principles. It is critical for our team to understand your past, present and future objectives, because the energy performance contract should remain true to your history, while helping shape your future.

A diverse understanding of both your facilities and personnel enables us to structure our program in a manner that truly benefits your entire organization. The fundamental objective of a traditional performance contract is to identify energy and operational saving measures, and facilitate getting them implemented in a timely and cost-effective manner. However, it is necessary to ensure that all measures we recommend be evaluated with respect to the critical needs of your building, your overall renovation plans and be sure that the project fits within desired financial parameters.

Closing

We are committed to providing the technical expertise and personal involvement necessary to obtain an exceptional energy-efficiency and facility-improvement project for Cathedral Square Towers. We are equally dedicated to taking the time and effort necessary to ensure that decisions made with respect to this project fulfill the long-term needs and objectives of your staff and administration. We are a privately owned, Kansas-City-area based business, independent from vendors, contractors or utility companies. This allows us to provide an unbiased, comprehensive approach that delivers maximum savings, while minimizing installation cost for our clients. Our company has an extremely streamlined overhead structure; we have only the number of people involved as is necessary to provide quality service, which enables us to offer superior benefits for a lower cost than other energy service companies. Our members have a long history; combined over 100-years of practical experience providing more than $260M of facility improvements for over 120 organizations, of successful energy service and facility improvement implementation. We have served a wide variety of clients all across the world.

The State of Kansas – Kansas Corporation Commission; who manages the State's Facility Conservation Improvement Program, has selected us as a "pre-approved-provider" of energy services for all public organizations within Kansas. This demonstrates their confidence in both our ability to provide quality services, and the stability required to stand behind the services and guarantees we offer.

Our team understands that CST's primary objective right now is to install a high-efficiency boiler in order to eliminate the high cost of Trigen Steam. Our holistic approach to energy and facility improvements offers an avenue whereby implementing other energy-saving facility-upgrades may generate enough savings to allow for the boiler installation, chiller and cooling tower replacements to be paid for by leveraging (future) savings as opposed to spending current capital dollars.

Our role is to help you make decisions that will provide sound solutions that enable you to achieve your primary mission and objectives, while assisting you to reduce operating costs, improve your facility and enhance the environment both in your area and globally. We appreciate the chance to fulfill our goal of "providing valuable services in a cost-effective manner for our clients", and we truly welcome the opportunity to work with you to fully develop and facilitate a project that provides tangible energy savings and facility improvements for Cathedral Square Towers.