September 24, 2018

Ms. Donna Jerry Health Policy Analyst Green Mountain Care Board 89 Main Street Montpelier, VT 05620-3101

Re: Docket No. GMCB-019-18con and Replacement of CT Scanner and Related Renovations.

Project Cost: \$2,033,980.00

Dear Donna:

Rutland Regional Medical Center is filing a Certificate of Need application to replace the current VCT 64-slice CT Scanner which is over 11 years old.

We will be replacing our current GE VCT 64-slice CT Scanner with the newer model GE Revolution ES 64-slice CT Scanner. The replacement will require minimal facilities updating in the existing VCT CT scanner space. Replacing our one scanner will not materially alter services; CT imaging is a core physician evaluative and diagnostic tool used for clinical care management and replacement is essential.

RRMC's CT scanner is utilized 24/7/365 for emergent, urgent and routine testing services. Since January 24, 2018 this equipment has experienced 74 hours of downtime, accumulated over 12 different dates, for extensive maintenance and repair that resulted in the need to transfer emergent patients to other facilities and to delay inpatient and scheduled outpatient care.

Per your request, the following standards from the existing HRAP: 1.4, 1.7, 1.9, 1.10, 1.12, 3.4, 3.6, 3.7, 3.23. are addressed as follows.

Claudio D. Fort

President and CEO

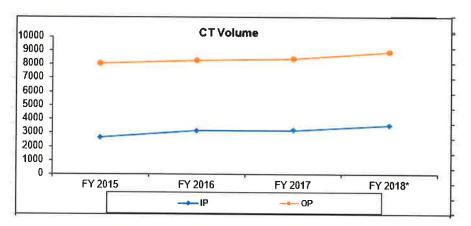
CDF/jsb

Enclosures

Cc: Jim Greenough, VP

Barb Robinson, VP Judi Fox, VP/CFO CON STANDARD 1.4: If an application proposes services for which a higher volume of such service is positively correlated to better quality, the applicant shall show that it will be able to maintain appropriate volume for the service and that the addition of the service at the facility will not erode volume at any other Vermont facility in such a way that quality at that facility could be compromised.

This replacement will provide the same level of service that we currently offer with no new volume planned. Cat Scanning (CT) is a core imaging modality used by our primary care physicians, physician specialists, ED physicians, and Hospitalists. The new equipment will continue to offer existing services for our patients. We provide CT Imaging that is standard testing for a community hospital environment. CT is also essential in supporting our community cancer Radiation Therapy program for treatment planning. CT is essential for triaging ED patient; blunt force trauma, stroke evaluation, pulmonary emboli, etc. This version of CT equipment also has the latest radiation exposure reduction software. The graph below depicts CT utilization over the past 4 years.



CON STANDARD 1.7: Applicants seeking to develop a new health care project shall explain how such project is consistent with evidence-based practice. Such explanation may include a description of how practitioners will be made aware of evidence-based practice guidelines and how such guidelines will be incorporated into ongoing decision making. (2005 State Health Plan, page 48.)

Replacement of our current GE VCT 64-slice CT Scanner with the newer model GE Revolution ES 64-slice CT Scanner will provide the same level of service that we currently offer with no new volume planned. All procedures are best practice protocols established by board certified Radiologists and based on current ACR standards as validated through our active accreditation status.

CON STANDARD 1.9: Applicants proposing construction projects shall show that costs and methods of the proposed construction are necessary and reasonable. Applicants shall show that the project is cost-effective and that reasonable energy conservation measures have been taken.

This project includes the renovation of 485 sq. ft. of existing space to prepare the room for the new camera. The construction is very limited in scope with a total cost for construction of only \$117,617, which is only about 6% of the total cost of the project. Of the \$117,617 of construction, nearly 40% is for mechanical and electrical work that is required to prepare the room to accept the new CT Scanner. Owner fit up, architectural and engineering fees, and owner contingency on construction are less than 1% of the total project cost. Construction is limited to just the work required to prepare the room to accept and house the new CT Scanner.

The cost for the proposed renovation is \$243 per square foot, which is very reasonable given the amount of mechanical and electrical work required. To ensure that construction costs are competitive and cost effective, RRMC will obtain multiple competitive bids from all trades providing services.

RRMC collaborates with Efficiency VT on all projects, and Efficiency VT is involved in this project as well. A letter from Efficiency Vermont is attached following this narrative. (See Appendix "Efficiency VT")

CON STANDARD 1.10: Applicants proposing new health care projects requiring construction shall show such projects are energy efficient. As appropriate, applicants shall show that Efficiency Vermont, or an organization with similar expertise, has been consulted on the proposal.

RRMC collaborates with Efficiency VT on all projects, and Efficiency VT has been involved in this project as well. A letter from Efficiency Vermont is attached following this narrative. (See Appendix "Efficiency VT")

CON STANDARD 1.12: New construction health care projects shall comply with the Guidelines for Design and Construction of Health Care Facilities as issued by the Facility Guidelines Institute (FGI), 2014 edition.

There is no new construction proposed in this project. All construction for renovation areas will comply with the Guidelines for Construction and Equipment of Hospital and Medical Facilities as issued by the American Institute of Architects (AIA). Lavallee Brensinger are the architects on the project, LN Consulting is serving as the engineer.

CON STANDARD 3.4: Applicants subject to budget review shall demonstrate that a proposed project has been included in hospital budget submissions or explain why inclusion was not feasible.

Rutland Regional Medical Center included the CT Scanner Replacement in the hospital budget submission. It was included as an anticipated CoN project for \$1,500,000 in the 2018 budget and as an anticipated CoN project for \$1,916,951 in the 2019 budget.

CON STANDARD 3.6: Computed tomographic (CT) scanning capacity shall not be increased until current capacity is in excess of valid state, regional and/or national

benchmarks for medically necessary exams per year and sufficient additional need is demonstrated based on such benchmarks. An applicant proposing a project involving CT shall provide information on current use, document the effectiveness of the internal program utilized by the applicant to prevent overuse, and verify that the applicant does not have financial incentives in place to encourage CT utilization.

Based on calendar year 2017 Vermont Association of Hospitals and Health Systems data, CT utilization of Rutland County Residents is approximately 34 scans/1,000 residents. This utilization compares to the low end of Windsor County being 20 scans/1,000 and the high end of Bennington County being 46 scans per 1,000. Rutland utilization is near the state mid-point.

This replacement will provide the same level of service that we currently offer with no new services planned. All procedures are best practice protocols established by board certified Radiologists and based on current ACR standards as validated through our active accreditation status. Rutland Regional Medical Center does not have any incentives in place to encourage CT utilization.

CON STANDARD 3.7: Applicants proposing to replace diagnostic or therapeutic equipment shall demonstrate that existing equipment is fully depreciated, or the cost of the early replacement, including the cost of the remaining depreciation on existing equipment, is less costly than keeping the existing equipment.

The existing CT Scanner total project costs were \$1,687,180, including \$276,292 for renovations and \$1,410,888 was for equipment. These were placed in service in fiscal year 2007. There was also an upgrade to the CT Console for ASIR Dose Reduction Software in FY 2010 for \$165,000, and a CT Scanner Console upgrade in FY 2017 for \$11,000.

The CT Scanner equipment had a useful life of 5 years and the dose reduction software had a useful life of 3 years. All the CT Scanner equipment is fully depreciated, with the exception of the most recent \$11,000 upgrade which has a remaining book value of \$6,600. However, since RRMC is receiving \$33,000 for the trade in of the CT Scanner, there will be a net gain of \$26,400.

The construction costs placed in service in fiscal year 2007 had a 15- or 20-year life. The remaining book value for these costs is \$69,254. There is minimal construction required for the new CT Scanner, so the construction costs from FY 2007 will remain in service and continue to be depreciated over their remaining useful life.

All remaining book value numbers assume disposal in FY 2019.

CON STANDARD 3.23: In addition to proving need, applicants seeking to add or expand diagnostic or therapeutic equipment shall show that the equipment reduces costs and/or improves quality.

RRMC's need to replace the CT scanner relates to maintaining our quality of Care. RRMC's CT scanner is utilized 24/7/365 for emergent, urgent and routine testing services. Since

January 24, 2018 this equipment has required 74 hours of downtime, accumulated over 12 different dates, for extensive maintenance and repair that resulted in the need to transfer emergent patients to other facilities and to delay inpatient and scheduled outpatient care.

Our current GE VCT 64-slice CT Scanner is over 11 years old and will be replaced with the newer model (GE Revolution ES 64-slice CT Scanner). The new CT scanner will provide the same level of service that we currently offer with no new volume planned. All procedures are best practice protocols established by board certified Radiologists and based on current ACR standards as validated through our active accreditation status.



Form A - Verification Form

STATE OF VERMONT DEPARTMENT OF BANKING, INSURANCE, SECURITIES AND HEALTH CARE ADMINISTRATION

In re:	Rutland Regional Medical Center))	Docket No. GMCB-019-18con Replacement of CT Scanner and Related Renovations
)	
)	

Exhibit A - Form of Verification Under Oath when filing a Certificate of Need Application.

Claudio D. Fort, being duly sworn, states on oath as follows:

- 1. My name is Claudio D. Fort. I am President and Chief Executive Officer of Rutland Regional Medical Center. I have reviewed the attached letter regarding Docket No. GMCB-019-18con Replacement of CT Scanner and Related Renovations from myself to Donna Jerry, Health Policy Analyst, dated September 24, 2018.
- 2. Based on my personal knowledge, after diligent inquiry, the information contained in this letter dated September 24, 2018 is true, accurate and complete, does not contain any untrue statement of a material fact, and does not omit to state a material fact necessary to make the statement made therein not misleading, except as specifically noted herein.
- 3. My personal knowledge of the truth, accuracy and completeness of the information contained in the letter dated September 24, 2018 is based upon either my actual knowledge of the subject information or, where identified below, upon information reasonably believed by me to be reliable and provided to me by the individuals identified below who have certified that the information they have provided is true, accurate and complete, does not contain any untrue statement of a material fact, and does not omit to state a material fact necessary to make the statement made therein not misleading.
- 4. I have evaluated, within the 12 months preceding the date of this affidavit, the policies and procedures by which information has been provided by the certifying individuals identified below, and I have determined that such policies and procedures are effective in ensuring that all information submitted or used by Rutland Regional Medical Center in connection with the

Certificate of Need program is true, accurate, and complete. I have disclosed to the RRHS-RRMC Board of Directors all significant deficiencies, of which I have personal knowledge after diligent inquiry, in such policies and procedures, and I have disclosed to the RRHS-RRMC Board of Directors any misrepresentation of facts, whether or not material, that involves management or any other employee participating in providing information submitted or used by Rutland Regional Medical Center in connection with the Certificate of Need program.

5. The following certifying individuals have provided information or documents to me in connection with the letter regarding Docket No. GMCB-019-18con Replacement of CT Scanner and Related Renovations from myself to Donna Jerry, Health Policy Analyst, dated September 24, 2018, and each such individual has certified, based on his or her actual knowledge of the subject information or, where specifically identified in such certification, based on information reasonably believed by the certifying individual to be reliable, that the information or documents they have provided are true, accurate and complete, do not contain any untrue statement of a material fact, and do not omit to state a material fact necessary to make the statement made therein not misleading:

(a) Judi K. Fox, VP Fiscal Services, CFO

The information or documents provided by the certifying individual.

All financial related information.

<u>Subject information of which the certifying individual has actual knowledge.</u> As stated above.

The individuals and the information reasonably relied on by the certifying individual.

In the case of documents identify the custodian of the documents. Judi K. Fox

(b) James Greenough, VP Corporate Support Services

The information or documents provided by the certifying individual.

All scope related information.

<u>Subject information of which the certifying individual has actual knowledge.</u>
As stated above.

The individuals and the information reasonably relied on by the certifying individual.

In the case of documents identify the custodian of the documents. James Greenough

(c) Barbara M. Robinson, VP Clinical Services

The information or documents provided by the certifying individual.

All scope related information.

<u>Subject information of which the certifying individual has actual knowledge.</u>
As stated above.

The individuals and the information reasonably relied on by the certifying individual.

In the case of documents identify the custodian of the documents. Barbara M. Robinson

6. In the event that the information contained in the letter regarding Docket No. GMCB-019-18con Replacement of CT Scanner and Related Renovations from myself to Donna Jerry, Health Policy Analyst, dated September 24, 2018 becomes untrue, inaccurate or incomplete in any material respect, I acknowledge my obligation to notify the Department of Banking, Insurance, Securities and Health Care Administration, and to supplement the Interim Report as soon as I know, or reasonably should know, that the information or document has become untrue, inaccurate or incomplete in any material respect.

Claudio D. Fort, President and CEO

On September 24, 2018, Claudio D. Fort appeared before me and swore to the truth, accuracy and completeness of the foregoing.

Notary public

My commission expires February 10, 2019

Judi K. Fox, VP Fiscal Services, CFO

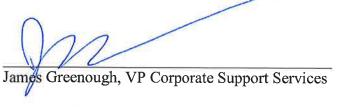
On September 24, 2018 Judi K. Fox appeared before me and swore to the truth, accuracy and completeness of the foregoing.

[seal]

[seal]

Notary public

My commission expires February 10, 2019



On September 24, 2018, James Greenough appeared before me and swore to the truth, accuracy and completeness of the foregoing.

Notary public

My commission expires February 10, 2019

[seal]

Barbara M. Robinson, VP Clinical Services

On September 24, 2018, Barbara M. Robinson appeared before me and swore to the truth, accuracy and completeness of the foregoing.

Notary public

My commission expires February 10, 2019

[seal]



RRMC CT Scan Budget Estimate Rev 3 06.20.18

Summary Sheet	SHEET BOOK TO BE A SHEET	A STANDARD OF STREET
Construction Cost estimate		\$117,617
Owner /soft cost: to include A/E fees	15.00%	\$17,643
FFE	15.00%	\$17,643
GE Equipment	1.00 LS	\$1,778,574
Owner Contingency	10.00%	<u>\$11,762</u>
Total Project cost		\$1,943,238



RRMC CT Scan Project # TBD Rutland VT RRMC CT Scan Budget Estimate Rev 3 06.20.18

Prepared by: H. P. Cummings Construction

485 st \$242.51

Total area project Cost /sf Run date 6/20/2018 Estimate date 6/20/2018

Division 01 00 00	Consultation .				Revision	3		
01 00 00	Description		Quantity Unit	Labor unit	Labor dost	Material una		Total
	General Conditions				so	_	SO	S
	Superintendent, 25%		4 wks	800,00	\$3,200		\$0	\$3,20
	Field Engineer, 8 hrs/wk		4 wks	272.00	\$1,088		\$0	\$1,08
1	Pickup	in supi rate	wks		\$0		\$0	\$
	Gas Phone	in supl rate	wks		\$0		\$0	\$
	Office Iraller	in supt rate	wks		\$0		\$0	\$
	Project Management		2 wks		\$0	250,00	\$500	\$50
	Equipment rental		20 hrs		\$0	88,00	\$1,780	\$1,76
	Construction Permit		1 mo 1 ea		\$0	1000.00	\$1,000	\$1,00
	Progross cleaning	in units	24 hrs	56.00	\$0	1120,00	\$1,120	\$1,12
	Punchlist	W Dillo	1 ls	30,00	\$1,344 \$0	200,00	\$0	\$1,34
	Procon		1 la		\$0	352,00	\$200 \$352	\$20
	Asbuilt documents		1 ls		\$0	250,00	\$250	\$38 \$28
	Move owner furnishings		8 hrs	56.00	\$448	200,00	\$0	\$44
					\$0		\$0	\$
2 00 00	Demolition Consideration in the Autop				\$0		\$0	\$
	Create openings in walls for MEP	allow	1 ls	168.00	\$168	75.00	\$75	\$24
	Temp air/neg Slicky mais		1 ls	168,00	\$168	520.00	\$520	\$68
	Protect existing finishes		1 Is	56,00	\$56	50.00	\$50	\$10
	Seal doors during construction		1 /s	112,00	\$112	100,00	\$100	\$21
	FLOORING		1 ls	56,00	\$56	25,00	\$25	\$8
	F1 - Remove flooring & base complete		405 -4	4.70	\$0		\$0	\$
	CASEWORK		485 sf	1,75	\$849	0,25	\$121	\$97
	Cul counters for now casework		1 ea	200.00	\$0	450.00	\$0	\$
	Misc demo		1 is	280,00 224,00	\$280 \$224	150,00 75.00	\$150 \$75	\$43
	Grind concrete floor @ CT Scan		320 sf	224,00	\$0	6,25	\$75	\$29
	Dumpsters	in other projects	**		\$0	0,20	\$2,000 \$0	\$2,000
40.00	Device Community	' '			\$0		\$0 \$0	\$0 \$0
6 10 00	Rough Carpentry				\$0		\$0	\$(
	Fire rated 2x blocking Misc, blocking		20 II	2,50	\$50	1,25	\$25	\$75
	Wise, bideking		1 ls	56.00	\$56	50,00	\$50	\$106
0 20 00	Finish Carpentry				\$0		\$0	\$0
20.00	Repair existing counters				\$0		\$0	\$0
	Change locks on cabinels in CT room	-D	1 Is		\$0	1340,00	\$1,340	\$1,349
	Add open shelving at Control Room	allow allow	10 ea		\$0	160,00	\$1,600	\$1,60
	Tall cabinets	allow	12 lf		\$0	225,00	\$2,700	\$2,700
	Repair/replace cabinet doors & hinges	allow	4 oa 2 ea		\$0	3000,00	\$12,000	\$12,000
	Misc millwork	allow	1 Is	449.00	\$0	418,00	\$836	\$836
005		511017	1 15	448.00	\$448	500.00	\$500	\$948
7 90 05	Sealants				\$0 \$0		\$0	\$0
	Seal wall penetrations	Bllow	5 ea	28,00	\$140	20.00	\$0 \$100	\$0
	Seal floor penetrations	allow	2 ea	56,00	\$112	50.00	\$100	\$240 \$212
11 13	Dears and Course				\$0	50.00	\$0	\$0
11 13	Doors and Frames				\$0		\$0	\$0
	Door opening Install doors & hardware	ETR			\$0		\$0	\$0
	Aller door, frame and hardware for badge scanner	ETR			\$0		\$0	\$0
	rater door, frame and hardware for badge scanner	allow	1 ea	224,00	\$224	500,00	\$500	\$724
80 00	Glass	ALIA			\$0		\$0	\$0
Sale		N/A			\$0		\$0	\$0
21 16	Gypsum Board Assemblies				\$0		\$0	\$0
	Patch walls & ceiling, labor	allow	8 hrs	EC 00	\$0		\$0	\$0
	Patch walls & celling, material	allow	1 is	56,00	\$448	500.00	\$0	\$448
	OCHELING THE	,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,	1 10		\$0 \$0	500.00	\$500	\$500
61 00	Acoustical Cellings				\$0		\$0	\$0
	Patch existing cellings, labor		4 hrs	56,00	\$224		\$0 \$0	\$0
	Patch existing ceilings, material		1 ls		\$0	150.00	\$150	\$224 \$150
	Remove & replace ceilings for MEP		16 hrs	56,00	\$896	,00,00	\$0	\$896
65 00	Resilient Flooring				\$0		\$0	\$0
	Vinyl plank & RB-1 base				\$0		\$0	\$ 0
	Transillon joints		485 sf		\$0	8.00	\$3,880	\$3,880
	Floor leveling @ CT Scan		1 is		\$0	150.00	\$150	\$150
	Floor leveling @ Control		320 sf	1,25	\$400	1.25	\$400	\$800
			165 sī	1,25	\$206	1,25	\$206	\$413
90 00	Painting				\$0		\$0	\$0
	Paint wells		1170 sf		\$0		\$0	\$0
	Touch up paint	allow	4 hr	EC 00	\$0	1,75	\$2,048	\$2,048
26 01	***	>***	* 111	56,00	\$224		\$0	\$224
	Nall Protection				\$0		\$0	\$0
	40 - Corner guard	ETR			\$0 60		\$0	\$0
	Wall protection paneling	ETR			\$0 \$0		\$0	\$0
	Collet Agossocia-				\$0 \$0		\$0 50	\$0
28.00	7A - Paper loyed disperses				\$0		\$0 \$ 0	\$0
28 00 T	2A - Papor lowel disponser	ETR			\$0		\$0	\$0
28 00 T	10C Sana diagonas	ETR			\$0		\$0 \$0	\$0
28 00 T	10C - Soap dispenser							\$0
t 8 00 17	10C - Soap dispenser 102A - Sharps	ETR			\$0		0.2	en.
	102A - Sharps				\$0 \$0		\$0 \$0	\$0 \$0
	102A - Sharps						\$0	\$0
	102A - Sharps ockers PLAM z-lockers, two lier (8 total individual lockers, 4 wide)	ETR	4 ca	275,00	\$0	775.00	\$0 \$0	\$0 \$0
	102A - Sharps		4 ca 1 (s 1 s	275.00	\$0 \$0	775,00	\$0	\$0



RRMC CT Scan Project # TBD Rutland VT RRMC CT Scan Budget Estimate Rev 3 06,20,18

Prepared by: H. P. Cummings Construction

Total area project Cost /sf 6/20/2016

485 sf \$242.51

Estimate date 6/20/2018

The state of the s				Revision	3		
Division	Description		Quantity Unit	Labor unit Labor cost	Material unit	Material cost	Total
11 00 00	Equipment			SO			
	Relocate laser	allow	32 hrs	56,00 \$1,782		\$0	\$0
	= 500		DE 1110	\$0		\$0 \$0	\$1,792
21 00 00	Sprinkler			\$0		\$0	\$0 \$0
	Rework sprinkler system	Not Required		\$0		\$0	\$0
	Park the Park III and I			\$0		\$0	\$0 \$0
23 00 00	Mechanical			\$0		\$0	\$0
	Demo HVAC	wolle	1 is	\$0	600,00	\$800	\$600
	New HVAC (duct, piping, & accessories)	wolle	1 ls	\$0	2400.00	\$2,400	\$2,400
	Fan coll unit	allow	1 ea	\$0	7500.00	\$7,500	\$7,500
	Controls		1 la	\$0	10000,00	\$10,000	\$10,000
	TAB		1 ls	\$0	1100,00	\$1,100	\$1,100
	Off-hour premium	allow	4 hrs	\$0	37,50	\$150	\$150
				\$0	47.00	\$0	\$0
26 00 00	Electrical			\$0		\$0	\$0
	Electrical demo		1 ls	\$0	600.00	\$600	\$600
	Electrical distribution	allow	1 la	\$0	2800,00	\$2,800	\$2,800
	Tel/Data sleeves only	ellow	4 ea	\$0	250,00	\$1,000	\$1,000
	GE equipment on light & control panel		1 ea	\$0	800.00	\$800	\$600
	Door firnit switch		1 ea	\$0	450.00	\$450	\$450
	Main disconnect control for equipment		1 ea	\$0	000,00	\$8,000	\$8,000
	Lighting fixture replacement (alternate)	allow	1 ls	\$0	5000.00	\$5,000	\$5,000
	Fire slarm	ETR		\$0		\$0	\$0
	Nurse call to ED		1 ea	\$0	800,00	\$800	\$800
28 00 00	Erocasocial de discourse se de describación			\$0		\$0	\$0
	Electronic Safety & Security Camera & Monitor			\$0		\$0	\$0
		allow	1 ea	\$0	2200,00	\$2,200	\$2,200
	Relocate one existing camera Badge scanner	allow	1 ls	\$0	400.00	\$400	\$400
	pagge sgattlet		1 60	\$0	1500.00	\$1,500	\$1,500
7-100-01	Contingency			\$0		\$0	\$0
7-100-02			10.00%	\$0		\$9,810	\$9,810
1,00.02	Min. Ch		9.00%	50		\$9,712	\$9,712
				TOTALS \$14,313		\$103,304	\$117,617

Clarifications

Work as listed in estimate.

Work as listed in estimate.

Scope developed per Meetling discussions and notes from 1/16/18, email correspondence from Sharl Patch @ RRMC dated 2/5/16 & GEHC Site Planning pages 6-105 & 6-106 dated 4/6/16.

Scope added per meetling on 6/19/18.

No Asbestos work.

All work during regular hours, unless noted otherwise,
Data/security wiring by others,
Access control and security by others, unless noted otherwise.

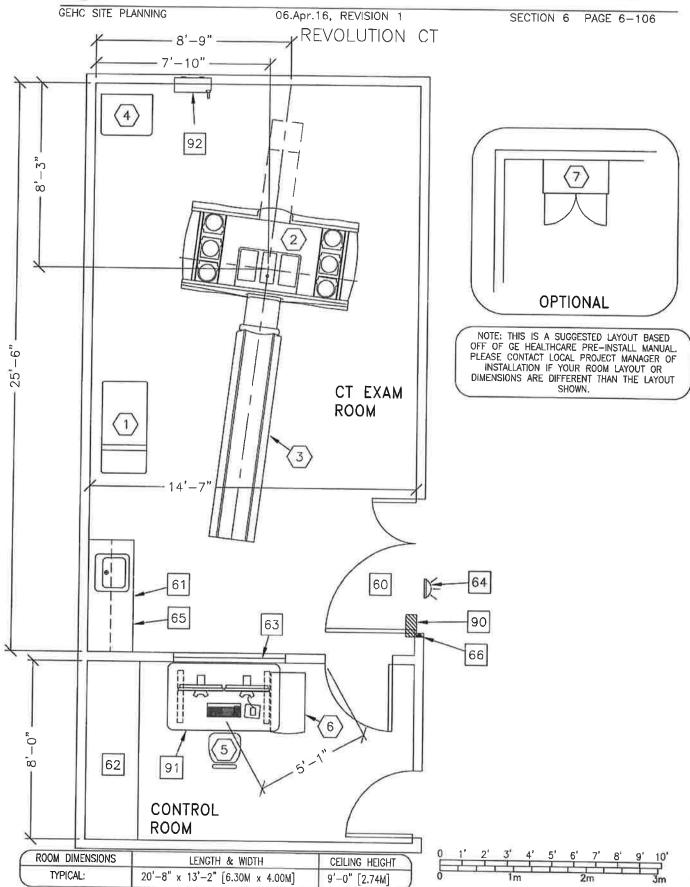
No phasing included, all work to be completed in one phase.

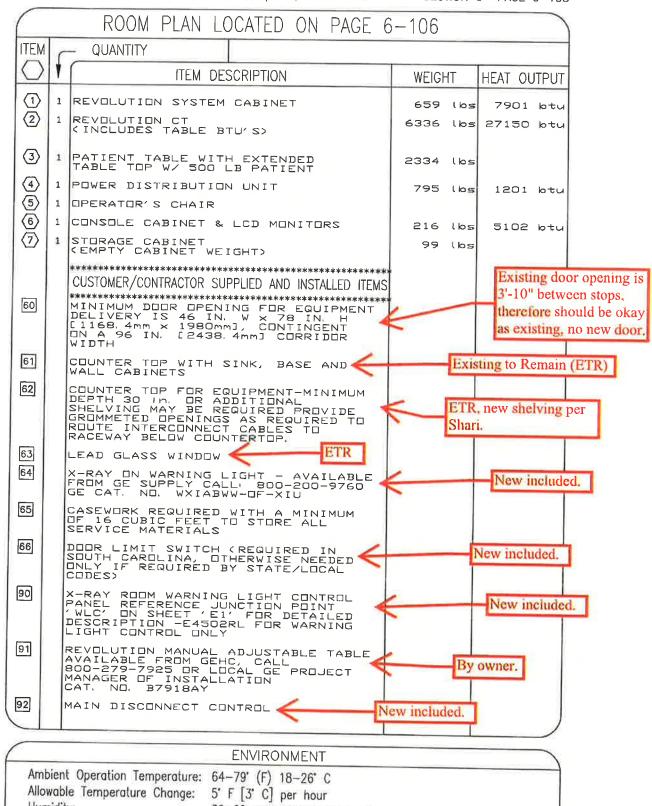
Work assumed to be in conjunction with other projects, therefore superintendent and other GC's are part time.

Construction duration estimated to be 4 weeks from start to finish.









Humidity:

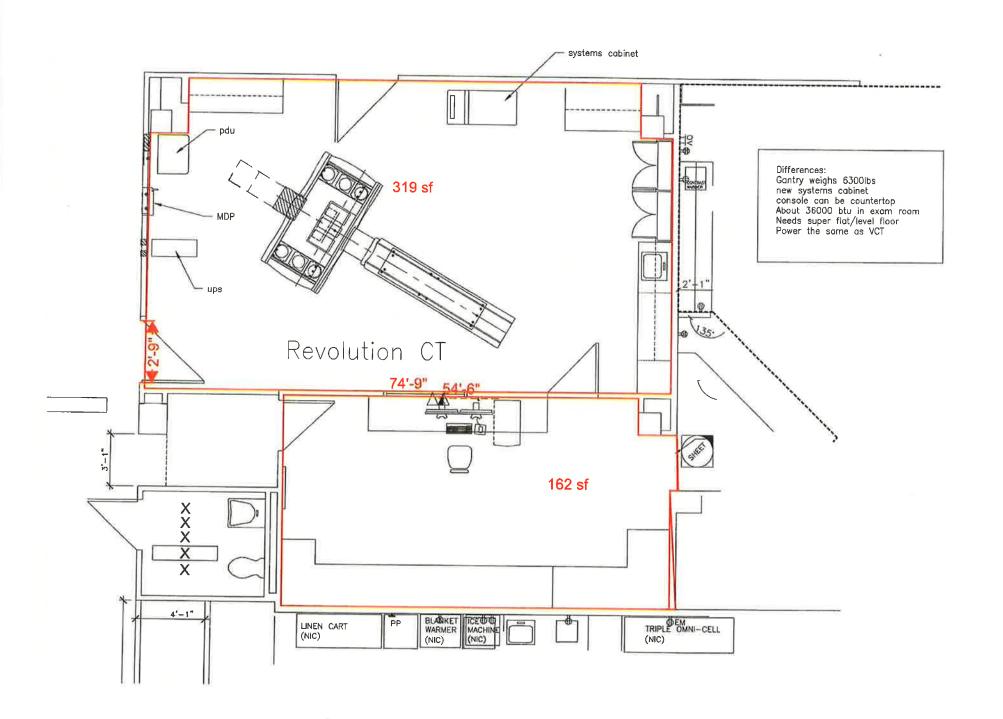
30-60 percent non condensing

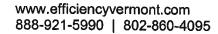
Allowable Humidity Change:

5 percent per hour

Max - Altitude:

7875 [2400M] ft. above sea level







Memo

To: Jim Greenough, Rutland Regional Medical Center (RRMC)

From: David Adams

Date: July 11, 2018

Re: RRMC - CT Scan Equipment Upgrade

This memo confirms that Efficiency Vermont is working closely with Jim Greenough and RRMC on the development and implementation of the CT Scan equipment replacement project at their Rutland facility.

As part of the project team, Efficiency Vermont has assigned a designated energy consultant, who will provide support services as part of the design process, including:

- Technical assistance & recommendations on energy efficiency opportunities
- Cost/benefit analysis of options
- Collaborate with Architects/Contractors
- Provide "Objective Expertise"
- Financial incentives & assistance

The collaborative goal of these efforts is to achieve the highest levels of efficiency that are appropriate for a project of this nature, and in the process, reduce energy costs, strengthen the economy, and protect our environment.

If you have any questions, don't hesitate to contact me directly.

Thanks.

David C. Adams, BEP

Manager, Account Management

Efficiency Vermont

P: (802) 540-7628

C: (802) 318-7561