



Advancing the Clean Energy Future

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July 14, 2023

Steven Chybowski
Rhode Island Office of Energy Resources (OER)
Sent via email to Steven.Chybowski@energy.ri.gov

State Energy Efficiency Programs Administrator Scope of Work DRAFT

Dear Mr. Chybowski:

Acadia Center appreciates the opportunity to submit comments on the State of Rhode Island's drafted RFP for a program administrator (PA) of the state's electric and gas energy efficiency programming.

Key Trends in Rhode Island's Energy Efficiency Program Administration

Acadia Center has long promoted the importance of utility investments in energy efficiency as the most cost-effective energy option. Since the passage of the Comprehensive Energy Conservation, Efficiency and Affordability Act of 2006, three trends are worth noting. First, with the role of the utility shifting over the past years from vertically integrated utilities to distribution companies, it has been our hope that utilities serving the distribution function would, in conjunction with stakeholder support, act to maximize energy efficiency investments; and while Rhode Island is investing far more resources than it used to in energy efficiency, there is far more that needs to be done, particularly for housing that faces pre-weatherization and pre-electrification challenges. Second, there has been a fundamental shift in the need to expand the traditional view of energy efficiency end use improvements, such as lighting, towards whole house treatment, electrification of heating, and integration with clean energy technologies like rooftop solar. While efficiency should still be seen as a primary energy resource on the system, its definition must be expanded towards electrification, and treat homes with unregulated fossil fuels – oil and propane – in addition to electric heat. Third, embedded in these changes, is the fact that reducing damaging climate emissions in fossil heated homes, particularly ones that face structural and weatherization deficiencies, typically in lower income communities and communities of color, are a priority focus of energy improvements. In New England generally, the poorest quality housing is not surprisingly the highest emitters of greenhouse gases and create unsafe indoor air quality and unacceptable living conditions for residents.

With these trends in mind, we agree that moving program administration towards a different, competitive process, is timely. As the state's energy efficiency programs mature, Acadia Center recognizes that shifting the structure and program administration to a non-utility entity may present opportunities to build on and expand the successes of Rhode Island's energy efficiency programs. However, this transition requires significant discussion and consensus-building with stakeholders and must be undertaken with the utmost caution in order to avoid major disruptions to the energy efficiency programs. In other states, shifts in program administration to non-utility entities have unfortunately caused program disruptions that have damaged performance and reduced consumer benefits. That should be avoided.

Goals of Effective Program Administration

An improved energy efficiency (EE) program effort would be motivated to capture the following benefits:

- Maximize investments in and **deliver high savings levels and benefits** from energy efficiency to customers
- **Align with climate goals** by delivering greenhouse gas emissions reductions and health benefits
- Deliver system resources of permanently reduced load and active demand response
- **Remedy past underservice to key communities**, prioritize treating lower quality housing, and provide environmental justice representation at all steps of the process in order to deliver benefits equitably
- **Support whole house electrification** and shifts away from fossil fuel use through fuel blind programs
- Build consensus plans that grow the programs through **buy-in from a wide swath of stakeholders**, including consumers, efficiency vendors, and program administrators
- **Respond to the voices of the consumers** and build support through transparency, consistent positive experience, and observable benefits
- Support sustainable operations and funding to **support development of the workforce** and industry that does the work, despite political changes
- **Make effective use of data** to target delivery. Track the performance of the programs, adjust for barriers and inefficiencies, and allow objective evaluation.
- Operate as leanly and efficiently as possible

Considerations

Codification of EE goals

Acadia Center recommends that the goals listed above be more explicitly incorporated into the requirements of the RFP, with climate, environmental justice, workforce development and electrification goals particularly absent. These goals may serve to further define the ‘societal net benefits’ referenced on page two of the draft scope of work. A definition of ‘societal net benefits’ may help to further establish shared expectations with prospective programs administrators. A specific environmental justice consideration to add to this RFP is to require that the PA offers customer support hours outside of business hours (in the evening) at least one day of the week (page 15).

Further, Acadia Center would like to see OER, EERMC and relevant stakeholders undertake a comprehensive review and revision of Rhode Island’s 2006 Comprehensive Energy Conservation, Efficiency and Affordability Act in light of Rhode Island’s recent climate commitments, clean energy goals, and environmental justice and workforce needs.

Transitional or hybrid period

Any pause or interruption in service of the state’s energy efficiency programs would have a significant negative impact on consumers. Avoiding major disruptions to the energy efficiency programs may be mitigated with appropriate measures. The contract terms state that the Office of Energy Resources (OER) may terminate the contract at any time if it is unsatisfied with the vendor’s performance. In practice, transitional activities and cooperation from the utility or other program administrator will be necessary for any significant shifts in programs. A range of preparations must be made by the State (OER) and the EERMC for the smooth transition of programs, as well as contingency plans should there be any dissatisfaction with a vendor’s performance. For example, the State could

institute a period of hybrid operations of several years over which operations of the programs are transferred to the new entity to negate possible interruptions to the programs.

Data sharing

The RFP states that the Program Administrator (PA) is responsible for gathering and compiling relevant data to demonstrate the effectiveness of its service implementation. Consistent, uniform data collection and management in the energy efficiency programs will allow better and faster comparisons between geographic areas, better identification of under-served areas with remaining potential, and better implementation of best practices, once trends are discovered. Further, the monthly, quarterly, and annual reports prepared by the PA should be responsive to the feedback, data requests, and recommended improvements raised by OER, the EERMC and other stakeholder committees¹.

While Rhode Island does not face the challenge of multiple EE program administrators², timely data sharing from the primary utility has been a challenge. Rhode Island's utility is notably lagging in making its energy efficiency data available. Further, overall transparency from the utility may be further undermined with the removal of energy efficiency programs from its purview. A downside of the non-utility program administrator is that the entity does not have access to valuable customer data as a utility would. This issue can be resolved by implementing strong data-sharing requirements on the utility.

Utility cooperation

In the event of a shift to a non-utility program administrator, working with the utility to transfer over specific staff and infrastructure will ensure that a robust and knowledgeable backbone is in place and help maintain strong industry contacts. However, requiring compliance from the utility may be a challenge and careful oversight by the State and EERMC during this period is crucial. The utility may try to resist efforts to remove the energy efficiency programs from its purview. Utility compliance is essential for this effort to be successful, not least because the utilities will maintain the responsibilities for dispatch and reliability. Unless prohibited by carefully written statutes, they have the opportunity to undermine active demand management and expanded energy efficiency efforts.

Stakeholder engagement

Finally, depending on how it is organized, a non-utility administered energy efficiency program could be subject to political transitions or shifting priorities. Maintaining and strengthening the Energy Efficiency Management Council (EERMC)'s role in planning and implementing the energy efficiency programs could help provide needed stability and transparency. A new entity could be established with a diverse board of directors to offer further independence. Solidifying roles for environmental justice representatives on both the EERMC and the board could help to provide the equitable outcomes which the current programs have continued to miss. Related working groups of stakeholders, such as the Equity Working Group, would be best run by OER to ensure accountability of the energy efficiency program administrator to many of the goals that we have for an improved energy efficiency (EE) program.

Thank you for the opportunity to submit these comments. Acadia Center looks forward to engaging in this process.

¹ In Required Reports, include the expectation of responsiveness to feedback and recommended improvements in the PA's monthly, quarterly, and annual reports.

² Rhode Island Energy serves much of the state, with the exception of the Block Island and Pascoag Utility Districts.

Sincerely,

emily koo

Emily Koo
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- I have concerns that we want the new contractor to start in July 2024. This is in the middle of a program year that will have been approved by the PUC in either December or January that the Company is creating right now. I personally think it makes more sense for this company to start fresh with their own three-year plan (maybe there's some overlap between when RI Energy is tailing off with program management and when a new vendor is ramping up with three-year planning efforts --- assuming RI Energy isn't the chosen vendor). But regardless of where in the 3-year cycle they start, it seems like they definitely should not start in the middle of a program year that's just been approved by the PUC and in full swing?
- Overall, the tone of the RFP seems to assume that it will definitely not be RI Energy getting the contract. They seem to be very likely to be a competitive bidder into this process. I'm happy to point out instances where this is the case, but it's an overall tone that maybe we should make more neutral?
- There is a provision early on that the state can terminate with 90 days' notice. How does that jive with how long projects take to do/complete? Is that potentially disruptive to program delivery? (Honest question – I don't know. But like for example, signed up for my solar panels a solid 6-9 months before they were actually installed. I assume some of the more intense weatherization programs are the same?)
- Page 2 references the EERMC as a “consumer stakeholder committee”, and I don't think that's an accurate way to describe us. Maybe just remove consumer? We are a stakeholder committee, but for example, I don't represent any consumers – I represent the environmental community. The utility and delivered fuels biz are also non-voting members who represent business interests, not consumers.
- The RFP references non-wires alternatives as part of the EE programs. Isn't that SRP? Are we also including that in this RFP?
- Do we want to provide an estimate of the annual budget for the last few years to give potential bidders a sense of the scale?
- Should we mention the requirement to attend monthly EERMC meetings?
- There's a whole section on dispute resolution? I'm not sure I understand this part.
- Why are we specifically requiring a relational database? Do we know that's the best format and how did we decide that? Why are we dictating this level of how they manage the programs?
- I'm worried that under IT we are requiring them to track customer info in a non-anonymized way, and I have all sorts of concerns about privacy.
- Are we going into too much detail on the types of equipment they use and not enough detail on some of the programmatic pieces? I worry about where we are putting our energy/focus?
- We are asking for the same reporting templates that RI Energy uses. Is this an opportunity to get reporting that's more helpful? Or get input on different ways the information can be shared? I don't always find the way that RI energy reports to be particularly helpful/transparent – it wouldn't be the worst idea to see what else they come up with?

- There's a section on how they will work with the distribution utility, which seems to pre-suppose that we definitely won't be awarding this contract to RI Energy. Is this a requirement of the McKee administration? What if no one else bids, or the bids aren't good? I'm not an advocate for the utility, just flagging that it's possible that they will be our best bidder.

Timeline

- More clarification needed on expected timing for planning versus implementation – currently only really say that program planning and design begins in 2025 with planning and implementation running through 2028, but doesn't say when program delivery begins.
- Some language around contract timeline doesn't agree with other language (e.g. first and last sentences of contract terms contradicts each other).

Customer Base

- When speaking of equity, make sure we're not just talking about disadvantaged communities, but also those that have been underserved
- Make clear that municipal assets (except those in PUD/BIP territory) are covered under the C&I sector
- Consider calling MF out more specifically as a sector since its an area that has been underserved.
- Consider adding content that asks bidders to speak to how they, specifically, will address customers bases that haven't historically participated in the programs (perhaps including reference to non-participant study)

Plan Expectations and Savings Goals

- Need more clarification about what is expected – lifetime and annual savings, how they are used in actual goal setting, information about how regulatory approval interacts, etc.
- Relation to Targets (if approved by PUC prior to RFP goes out).
- No mention of Three-Year plan, though mention of Annual Plan
- Requirements for providing BC Models, and related

Reporting

- Additional specificity on reporting capabilities, commitments, and cadence
- Similarly, more specificity on expectations for reporting requirements on equity commitments
- Consider requesting bidders include in proposal an approach for a public facing dashboard similar to what MA and CT have

Funding

- More specificity around incorporation/integration with other funding streams
- Additional detail to ensure budget/funding proposal is tied to planning activities
- May need to make some note that plan budgets are negotiated on an annual basis in line with program plan activities

Coordination

- More specificity around expectations for interaction and coordination with EERMC.

Bidding Eligibility

- Section on program transition reads as if RIE can't win the bid. Should add in additional language that makes it clear they can bid and can win, and provide information about what happens if that happens

Performance

- Do we think there is any space for asking bidders to recommend performance incentive/penalties allowable under LCP standards
- Additional clarity about how PA will address under-performance

Evaluation Responsibilities

- Consider splitting out evaluation activities separately from program implementation, or at least providing more detail about how evaluation activities (e.g. those similar to current EM&V process) are expected to be handled.

DISCLAIMER: The Office of Energy Resources (OER) will be releasing an RFP in September 2023 for an Administrator of the State Energy Efficiency Programs beginning with the 2026 State Energy Efficiency Program Year.

OER seeking public comments on the drafted RFP scope of work and budgeted tasks **but isn't requesting comments from any prospective bidders or subcontractors to bidders on this RFP.**

Any potential bidder or subcontractors to bidders that submit comments to OER **may be disqualified from submitting a proposal to this RFP.**

State Energy Efficiency Programs Administrator RFP DRAFT

CONTRACT TERMS

The contract period will begin approximately July 2024 and will continue through February 2029 with an option to extend the contract period for an additional 2 program years. The contract is subject to termination at any time, with a minimum of 90 days' notice, based on vendor performance. Upon contracting, the first approximately six months will be for establishing administrative processes, with the aim that the program planning and design will begin January 2025 with planning and implementation running through 2028. Each calendar year represents a distinct program year for which a plan must be designed, developed, implemented, and reported on. The contract period extends 6 months beyond the end of the program to carry out the vendor's remaining administrative tasks and reporting at the contract's end.

BACKGROUND

In 2006, the Rhode Island General Assembly passed legislation that established the Comprehensive Energy Conservation, Efficiency and Affordability Act.¹ The Act created a groundbreaking mandate termed "least-cost procurement." Least-cost procurement includes procurement of energy efficiency and energy conservation measures that are prudent and reliable when such measures are a lower cost than the acquisition of additional supply, including supply for periods of high demand.²

Under least-cost procurement, energy efficiency program budgets are developed to meet ambitious annual targets for electricity and natural gas savings, which are based on a detailed analysis of the amount of available cost-effective energy efficiency. To achieve the targets, "energy efficiency procurement plans" are developed and implemented annually, under the oversight and expert guidance of a consumer stakeholder committee, the Energy Efficiency and Resource Management

¹ System Reliability and Least-Cost Procurement Statute: <http://webservice.rilegislature.gov/Statutes/TITLE39/39-1/39-1-27.7.htm>

² Least Cost Procurement Standards (2020): https://ripuc.ri.gov/sites/g/files/xkgbur841/files/eventsactions/docket/5015_LCP_Standards_05_28_2020_8.21.20_20-Clean-Copy-FINAL.pdf

Commented [CJ1]: Richard: It is not clear whether RIE can rebid on this or not. That needs to be made clear right up front for both RIE and potential other bidders to consider.

Commented [CJ2]: Richard: If there will be a Performance Incentive structure in place, that should be discussed in detail somewhere.

Address how Federal and any other funds will be handled and considered.

Discuss how program evaluations will be structured and who is responsible. The PA should not be responsible for evaluating their own programs so another responsible entity should be named.

While somewhat in the weeds, it will nonetheless be important to ensure that there is coordination and engagement with initiatives and entities that support these programs such as working with the CAPS, coordinating with LIHEAP programs and customers, any weatherization barriers initiative that is set up to address pre-weatherization health and safety barriers to participation in EnergyWise, etc.

There should be a section that addresses how the decision will be made to select the winning bidder. How will sections be weighted and scored? Who makes the decision and when?

Commented [CJ3]: Richard: Does this mean that the new PA will roll out programs January 2025? How long would the existing PA be offering programs and how would the transition period work? It would be helpful to establish some firm dates and timeline for transition to a new PA (if selected) and how that transition would work.

Commented [SR4]: Clarification regarding which year implementation would begin is needed. If planning starts in 2025, are they implementing in 2026? Or just the next 3YP? Assume 2028 is just b/c that's when LCP currently expires.

Commented [SR5R4]: Noting here: good to align with 3YP cycles if possible

Commented [CJ6]: This is confusing. First sentence says contract will continue through February 2029, but this says it will extend 6 months beyond end of programs (which are on calendar year), so wouldn't that mean it would run through June of 2029?

Commented [CJ7]: Richard: There is no mention of the EERMC, its role, or the arrangement between the OER, PUC, Division and EERMC and the PA. This would be an important piece of background.

Commented [CJ8R7]: I wouldn't say there is "no mention" of it, but additional background could certainly be provided.

Council (EERMC) and are subject to Public Utilities Commission (PUC) review and approval. The plans are composed of a portfolio of energy efficiency programs targeting different market sectors of energy consumers: residential, income-eligible residential, and commercial and industrial. The plans also contain an important component addressing system reliability, which considers the potential of “non-wires alternatives”—energy efficiency, demand response, distributed generation and storage, and other innovative methods—to curtail electric load in constrained areas of the distribution network.

In June 2023, The Rhode Island General Assembly passed legislation to mandate that the Office of Energy Resources issue an RFP for a program administrator (PA) of the state’s energy efficiency programming (gas and electric) through a competitive solicitation. The PA will be responsible for delivering energy efficiency services statewide. The PA will be required to assume all duties and responsibilities described in RIGL 39-1-27.7 and the latest least-cost procurement standards. The PA will also be subject to all Public Utilities Commission (PUC) oversight as described in RIGL 39-1-27.7 and the latest least-cost procurement standards. The PA may deliver these services using its own staff or subcontractors or a combination thereof. The PA must also provide ongoing redesign and modification of these services and propose new services for review and approval by the PUC. The PA is responsible for gathering and compiling relevant data to demonstrate the effectiveness of its service implementation.

In 2021, the Act on Climate set mandatory, enforceable emissions reductions targets for the State of Rhode Island resulting in net zero emissions by 2050, with interim targets. Over 50 percent of Rhode Island’s emissions come from the use of electricity and natural gas; most predominantly from residential heating and electricity consumption. Energy efficiency programs shall be designed in alignment with the State’s Act on Climate mandates.

Bidders must be prepared to design, implement, and evaluate statewide energy efficiency programming that meets the requirements of least-cost procurement to procure energy efficiency and energy conservation measures that are prudent and reliable when such measures are lower in cost than the acquisition of additional supply.

The PA’s primary responsibility will be the development, administration, and implementation of energy efficiency programming. The following sections provide the project objectives and define the scope of the PA’s responsibilities, services, and business functions.

The current energy efficiency programming provides services to the commercial and industrial sector, the residential sector, and the income-eligible sector. The State’s goals for customer sectors as identified above and the PA include:

- (1) achieving the maximum magnitude of societal net benefits while acquiring comprehensive cost-effective energy efficiency savings;
- (2) responding appropriately to markets in order to increase the level of and comprehensiveness of energy efficiency services to Rhode Islanders;

Commented [EB9]: Is there a performance incentive imagined for this work? Is there a penalty for underachievement?

Commented [CJ10R9]: Not under the legislation that was passed. To my knowledge, a successful bidder would need to file plans in accordance with the LCP Standards, which among other things, outlines requirements around PIMs. Any changes to PIM would need to come through the LCP Standards review.

Commented [CJ11]: Should we consider additional clarification that this (I think) applies to EE programs funded by electric and gas ratepayers of investor owned utilities in the state (i.e. RIE’s customer base)? It’s basically state wide, but there are the small municipal exceptions of Pascoag and Block Island for which I don’t believe the legislation requiring this RFP covers.

Commented [EB12]: Probably should mention they expect integrated program designs.

Commented [EB13R12]: Gas and electric

Commented [EB14R12]: GHG?

Commented [EB15R12]: Demand management/response?

Commented [EB16R12]: Electrification?

Commented [PM17]: Should clarify if they are required to meet the requirements completely, or a specific portion, or just one of many contributions.

Commented [PM18]: Maybe use “access” instead of “evaluate”? It sounds as if they will be evaluating themselves.

Commented [CJ19]: Richard: I don’t think that the fox should guard the hen house. I recommend splitting out evaluation responsibilities separately from program implementation. OER may be best positioned to administer evaluation activities as a separate entity. But while arm’s length is important, so is coordination between the evaluation administrators and the PAs to ensure timely input and feedback from the evaluation learnings and findings.

Commented [CJ20]: Richard: Suggest clarifying that municipalities are included here or spell out specifically.

Commented [CJ21]: Richard: Also specifically add “multifamily” since it usually falls between the sectors and really needs to be highlighted and focused on in RI given RIE’s poor track record serving MF.

Commented [SR22]: Could require specific programs, require services that address all customer segments, or require explanation of justification/reasoning for major changes to long-standing core programs.

(3) effectively capturing potential "lost opportunity" markets or energy saving opportunities that would not be realized without incented investments;

(4) equity across customer classes and geographic regions; and

(5) ensuring equitable program development and implementation to support participation from disadvantaged communities.

Bid proposals **must** include specific and measurable objectives. Proposals must include MWh and MMBtu savings and summer and winter coincident peak MW and MMBtu savings objectives, as well as objectives for other goals. This information should be integrated within the bidders' proposals.

The PA should approach the delivery of energy efficiency services with innovative and effective strategies to maximize energy savings **and societal net benefits**, maximize program integration efforts **and equity**, and promote market transformation. The PA should develop and maintain reliable administrative and monitoring procedures that will allow evaluation of the effectiveness of its efforts, provide a basis for program modification, and document its accomplishments. The successful bidder will possess both a proven capability to deliver energy efficiency services efficiently and effectively (via in-house staff, subcontractors, or a combination of both), and a demonstrated capacity to design and implement innovative approaches to securing energy efficiency improvements.

The State expects bidders to propose the best way to deliver energy efficiency services to the customer classes that were targeted to be served by the pre-existing programs. If bidders propose programs that are significantly different than those currently being provided, bidders must provide detailed descriptions of planned transitional activities.

Thus, the State seeks a contractor to become the Energy Efficiency PA that will live up to the legislative intent while approaching its program objectives with the dedication, innovation, and creativity necessary to achieve the broad program goals.

The functions to be performed by the PA are grouped into three major tasks, outlined here:

- **General Administration**
 1. Budgeting
 2. Financial Management
 3. Contract Management
 4. Dispute Resolution
 5. Information Technology, Data Collection and Management
 6. Required Reports
- **Program Planning, Operations, and Implementation**
- **Program Transition Responsibilities**

Commented [CJ23]: Richard: This sounds more like "parity" than "equity", as we are currently considering it.

Commented [CJ24]: Richard: ...and under-served.

Commented [SR25]: Lifetime and annual

Commented [SR26R25]: How would these values in a bid be used for actual goal-setting?

Commented [SR27R25]: Could be explicit / clear that the exact values would be subject to a regulatory approval process, but they may be held to certain parameters like cost to achieve subject to approved deviations for changes in market conditions

Commented [CJ28]: Richard: Can we include GHG reductions as goals too?

Commented [CJ29]: IF PUC adopts Targets before this RFP goes out, do we want to say anything about that in here?

Commented [CJ30]: Richard: and a robust yet nimble data tracking, management and reporting system...

Commented [SR31]: Data reporting capabilities and commitments could be mandated here. Would be great to specify reporting candences to OER, the EERMC, and the Commission. This is an opportunity to address areas of historical utility reluctance.

Commented [CJ32]: Richard: Given the poor MF program performance in the past, this sector really needs a completely new approach. Let's not get stuck with the way we've delivered programs for those that have been ineffective.

Commented [CJ33]: Richard: ...and reporting

Commented [CJ34]: Richard: For transparency, it would be great to establish--like CT and MA--a public-facing data dashboard for reporting all program and community activity.

Commented [CJ35]: Richard: What's the difference between operations and implementation? Add some detail to this bullet.

General Administration

The PA is responsible for the development and monitoring of its own management and operational systems. This includes: (1) budgeting; (2) financial management; (3) contract management; (4) dispute resolution; (5) information technology, data collection and management; and (6) preparation and submission of required reports.

Commented [PM36]: Should this mention interaction and coordination with the EERMC and OER?

1. Budgeting

The PA must develop, monitor, and manage its budget for its operation, within certain broad parameters established by the PUC that will be embodied in OER's contract with the PA vendor³. These broad parameters may include spending requirements to address equity considerations.

At the start of operations, a detailed budget (shown on an estimated annual and three-year basis) must be developed and provided to OER, the Division of Public Utilities & Carriers (DPUC), the PUC, and the EERMC. This detailed budget must be divided into the following areas: (1) general administration; (2) information technology ("IT") development and maintenance; (3) energy efficiency service delivery and monitoring, divided into residential, income-eligible, and commercial and industrial sectors; and (4) costs related to the transition from the current PA to the new one (this area applies to the transition period only).

Commented [CJ37]: Richard: In the intro section at the beginning of this doc, it would be helpful to explain the role of the EERMC and relationship between all of these entities. It should be clear that the PA will need to collaborate and receive approval from these entities as part of the process in RI.

The PA must submit a revised estimated annual budget, showing the expected budget for each energy efficiency service area, for the following calendar year to OER, the DPUC, the PUC, the EERMC and each contributing distribution utility. The annual budgets will be subject to PUC review and approval. The PA should also include its proposed treatment of unspent budget amounts.

Commented [CJ38]: Richard: I suggest adding "multifamily" to make sure it gets the focus it needs right from the beginning. Either make it clear that municipalities are part of C&I or add them to the list too.

2. Financial Management

The PA must develop, implement, and maintain the necessary budgeting, invoicing, expenditure approval, payroll, and financial accounting systems to review, approve, and track budgets, invoices and payments to subcontractors, program implementers, employees, and, in some cases, customers.

Commented [SR39]: Impt to figure out how payment to the vendor would work - how does RIE pay them?

It must maintain financial and accounting records consistent with Section X of this RFP and with general accounting standards. The PA shall provide information and documentation required for independent audits, which the PA shall have performed on an annual basis.

Commented [CJ40]: Richard: Does this mean "rebates" as well as payments? Be explicit.

Consistent with the specific terms of its contract with OER, the PA must prepare and submit detailed documentation and invoices for administrative, management, and program costs to the OER for review to receive payment. All invoicing data along with proper supporting documentation must be kept by the PA and made available to OER, the DPUC, the PUC, and the EERMC upon request. All invoicing data along with proper supporting documentation must be

³ Previous energy efficiency docket rulings and budgets can be found on the PUC's website: <https://ripuc.ri.gov/events-and-actions/commission-docket>

submitted to the OER annually where they will be managed and retained in accordance with the State's recordkeeping processes.

Note: Bidders' proposals must detail the tools and mechanisms they will employ to satisfy the financial management requirements.

3. Contract Management

The PA will solicit, hire and/or contract with all necessary staff and contractors to effectively perform the scope of services outlined in this RFP in accordance with the State's equal employment opportunity requirements.

The PA must maintain the administrative capability to manage these resources and ensure the completion of each task and sub-task effectively. The PA must develop and implement procedures to assign, monitor, review, and approve completed work, and to ensure contractors are compensated in a timely manner.

4. Dispute Resolution

In conjunction with OER, the DPUC, the PUC, and the EERMC, the PA will develop protocols according to which it will deal with complaints concerning performance of its responsibilities from customers and stakeholders such as electric and gas utilities, subcontractors, trade allies and program participants. The protocols must include notification to customers and stakeholders of their right to submit complaints to the DPUC for investigation. Dispute resolution shall be exclusively governed by and construed in accordance with the laws of the State of Rhode Island.

The PA will participate fully, promptly, and in good faith in these dispute resolution processes.

5. Information Technology, Data Collection, and Management

The PA must develop and maintain an information management system capable of the reporting and monitoring tasks described within this RFP.

Data will be the property of the State of Rhode Island and must be kept in a relational database format and be organized in such a way that a third party could easily utilize necessary information for performing assessment tasks. Information in this system should include, but not be limited to, tracking data on participating customers, trade allies, and program services, and general program operation, financial and management data. In addition, the system should must have the ability to produce *ad hoc* reports for periodic information requests from OER, the DPUC, the PUC and the EERMC.

The types of CPUs, storage peripherals, communication devices, network equipment, software, printers and any other products necessary for the PA data processing system are to be chosen by the bidder, must have the capabilities to perform the necessary tasks set forth in this section of the RFP, and must be configured so that additional elements can be added without undue hardship, cost or difficulty.

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Commented [CJ41]: Richard: For consistency throughout, consider describing the IT system as capable of "data collection, management, and reporting".

Commented [CJ42]: Richard: ...and measures.

In the future, the State may request that the PA collect and maintain additional specific data elements for the purposes of reporting and evaluation. The PA will be held to the minimum specifications detailed in its initial proposal.

a. Managing Customer-Specific and Competitively Sensitive Information

The PA must develop and maintain systems that provide appropriate protections in the collection, processing, storage, and retrieval of information that is customer-specific or could provide an unfair competitive advantage to an entity delivering services outside of the energy efficiency programs approved by the State for PA implementation. The PA will be responsible for managing such systems and, when appropriate, providing the information to its employees, subcontractors, regulators, and distribution utilities. Accordingly, the PA must develop and maintain a process with clearly defined standards and safeguards to govern sharing of that information with subcontractors, OER staff, and distribution utilities to ensure customer confidentiality is maintained and entities are not provided an unfair competitive advantage.

Commented [EB43]: Should mention they will be getting data from the utils

b. Program Data Collection

The PA must collect and electronically compile data needed to implement, monitor, assess, and evaluate its program performance, to report on its activities, and to improve the design and delivery of the core programs. Data is to be submitted to the OER annually where it will be retained in accordance with the State's recordkeeping processes. Data from both subcontractors and employees should be collected and stored electronically in a consistent format in the following categories:

- Customer/Client Data;
- Customer Usage Data;
- Program Measures and Services Data;
- Trade Ally Data;
- Distribution Utility Account Data;
- Baseline and Market Indicator Data; and
- Other Data for Evaluation Purposes.

In addition, the PA will collect customer-specific data from the distribution utilities.

c. Administrative and Financial Data

The PA should keep records of administrative and financial data consistent with the needs outlined in the scope of work section of this RFP and with Generally Accepted Accounting Principles ("GAAP") as defined by both the Governmental Accounting Standards Board and the Financial Accounting Standards Board. This includes systems to track general project management, invoicing, payroll and subcontractor payments, and to produce the necessary reports for monitoring these duties.

6. Required Reports

The PA will prepare and submit Monthly, Quarterly, and Annual Reports. Previous examples of quarterly and annual program reports can be viewed here: <https://rieermc.ri.gov/resources/>. These standard formats should be designed so the reports build on each other to further minimize the administrative burden on the PA, (e.g., financial comparisons shall have a similar format in the Monthly, Quarterly, and Annual Reports). Monthly Reports are easily expanded into Quarterly and Annual Reports through the addition of more comprehensive information. Report formats will be subject to OER review and approval.

The PA will respond promptly and participate fully in the review of all Monthly, Quarterly and Annual Reports submitted to the State or its Contractors. The PA will be required to respond to data requests from OER, the DPUC, the PUC, and the EERMC when additional information is requested.

a. Monthly Reports

The PA will prepare and submit Monthly Reports to OER, the DPUC, the PUC, and the EERMC. These reports must include: (1) actual expenditures for administrative, information technology, and service delivery costs compared to the budget amounts; and (2) MWh and MMBTU savings estimates. Monthly Reports include numerical data that document progress toward achieving the PA's overall savings targets and are considered to be activity monitoring reports.

b. Quarterly Reports

The PA will prepare and submit Quarterly Reports to OER, the DPUC, the PUC, and the EERMC. Quarterly Reports must include: (1) actual expenditures for administrative, information technology, and service delivery costs compared to the budgeted amounts; (2) committed customer incentive payments as evidenced by a signed incentive contract that specifies that a future incentive payment will be made to a PA customer for energy efficiency measures; (3) report of progress made towards achieving savings targets, and other agreed-upon indicators of performance; (4) a summary of activity highlights for the quarter; and (5) a summary of any significant changes or anticipated changes in implementation strategies and services.

c. Annual Reports

The PA will prepare and submit Annual Reports to OER, the DPUC, the PUC, and the EERMC, and all distribution utilities. Annual Reports must include: (1) actual expenditures for administrative, information technology, and service delivery costs, compared to the annual budget (2) committed customer incentive payments as evidenced by a signed incentive contract that specifies that a future incentive payment will be made to a PA customer for energy efficiency measures; (3) a summary of progress and highlights for the year, including any significant changes in strategies or services and indirect savings acquisition

Commented [SR44]: All reports must include updates on year-to-date progress on all equity commitments made in relevant approved plans

Commented [CJ45]: Richard: Consider a dashboard similar to what MA and CT are developing based on what Ct currently has at <https://www.ctenergydashboard.com/Login.aspx>. But build on the RI report format, which we are using as examples in CT for enhancing the Dashboard there. We like the RI format, but the ability for transparency and stakeholder access of the data with a public-facing dashboard.

Commented [EB46]: MWS?

Commented [EB47R46]: Will there be further direction on goals for electrification and equity for instance? Will the state combine the currently siloed approaches?

Commented [EB48R46]: Should GHG reduction be mentioned?

Commented [CJ49]: Richard: for completed projects.

Commented [EB50]: Will there be a separate evaluator and should that be mentioned? How often they may need to submit or participate in EMV activities?

Commented [EB51R50]: I see mention of an evaluator, comment still stands on how often and how results will be applied.

Commented [CJ52]: Richard: We suggest including a public-facing report to the Legislature, as well, similar to CT's Annual Legislative Report: <https://energizect.com/eeb/annual-legislative-reports>

activities; (4) report of progress toward achieving savings targets, and other agreed-upon indicators of performance; and (5) the annual savings claim, with adequate supporting data to meet the requirements of the State for verification by the PUC and DPUC.

d. Occasional Reports to Distribution Utilities

The PA will provide information to individual distribution utilities for planning and ratemaking purposes on a quarterly basis. The PA will provide each distribution utility with a list of active and completed large projects in its service territory.

In April and September of each year, the PA will provide each distribution utility with detailed information for distributed utility planning purposes.

e. Information Requests

The PA will respond in a timely and complete manner to any information or data requests regarding program budgets, expenditures, savings, and activities submitted by the OER, the DPUC, the PUC, and the EERMC.

Program Planning, Operations, and Implementation

The PA will be required to manage, oversee, and implement energy efficiency programs to the existing customer classes directly or through subcontractors as it chooses. Important aspects of delivering these services include: (1) ensuring consistent and effective service designs; (2) using creative and effective marketing strategies; and (3) providing accessible and widespread program delivery. The PA must develop methods to ensure that the services and initiatives are meeting their adopted objectives, and that PA funds are being spent effectively.

Note: Bidders' proposals must detail their program operations and implementation strategies.

a. Planning of Program Offerings

The PA will have primary responsibility for the development and revision of program offerings, including discontinuing existing programs and offering new programs, when appropriate. On an annual basis the PA will review the programs offered and their effectiveness for the purpose of improving and modifying program designs. The PA will have broad discretion to design program offerings, provided all markets served by the existing programs continue to be served, and the PA is making appropriate progress towards achieving its performance goals, as specified in its contract with OER and approved by the PUC.

b. Annual Plan

Each year, the PA will prepare and submit an Annual Plan for the following year to OER, the DPUC, the PUC, the EERMC, and the distribution utilities by October 1. These plans must comply with the least cost procurement standards and will be subject to a coordinated review by the State and PUC oversight and approval. The PUC will have the authority to modify, reject, or

Commented [EB53]: Should this document state somewhere, what the PA can expect in customer data from the utilities? This was a big problem for EVT

Commented [CJ54]: Richard: Any other reports required for the PUC or DPUC?

Commented [CJ55]: Richard: Make sure to include providing data requests in a timely manner to evaluation contractors.

Commented [SR56]: Here and elsewhere, what level of specificity do we need to have? Within X days? No later than Y days?

Commented [EB57]: Should there be a mention of how this happens? EMV results, TRM changes, etc. Will they be responsible for doing these planning activities or will they be given to them?

Commented [EB58R57]: I see TRM below but still wonder how often and if the application if forward or back.

Commented [EB59R57]: At what level will cost effectiveness be applied?

Commented [CJ60]: Richard: Does this give too much leniency to the PA since there is a collaboration process with the EERMC, OER, PUC and DPUC that will need to take place.

Commented [SR61]: 3YP?

approve the Annual Plans. The Annual Plan will summarize the PA's market intervention strategies, program offerings, emerging markets initiatives, and other planned implementation activities (including competitive solicitations, if any) for the coming year. These components should be presented as part of an integrated strategy for each of the three primary customer classes: Market-Rate Residential, Income-Eligible Residential, and Commercial and Industrial.

Commented [CJ62]: Richard: Include mention of R&D efforts and coordination with other states to test and pilot new measures and approaches.

In developing each year's Annual Plan, the PA must consult with OER and the EERMC. Representatives from the PA are expected to attend monthly EERMC meetings to gather stakeholder input for the development of the Annual Plan. It should also make full use of the following information: (1) reports from the PA market assessment and evaluation activities undertaken by the PUC, DPUC, EERMC, and OER ; (2) the PA's formal Quality Assurance system (including participant satisfaction/feedback records); (3) feedback from subcontractors; (4) ongoing, informal feedback from individual participants; (5) ongoing solicited and unsolicited input from business, professional and trade associations, trade allies, and other groups that the PA interacts with over the year; and (6) the PA's knowledge of regional and national information regarding energy efficiency technologies and opportunities, program experience and evaluation results.

Commented [CJ63]: Richard: We have benefited from National Grid's involvement in MA in the past which we lost with the sale to PPL. Do we want to suggest a preference for collaboration with PAs in other states?

c. Cost-Effectiveness Screening

Commented [SR64]: RI BC Models?

The PA must assess the cost-effectiveness of efficiency measures and programs for both program design and delivery purposes according to the Rhode Island Test as described in [Docket No. 4600](#).

The PA will not be responsible for the development, maintenance, distribution, or support of statewide cost-effectiveness screening tools other than for the PA's own use.

Commented [CJ65]: Richard: Who will be? Mention who this is?

The Rhode Island Test defines the avoided cost methodology and numbers the PA will use in measure and program screening. The PA must also incorporate into its screening tools any new avoided costs approved by the PUC and any revised risk or externality adjustments ordered or approved by the PUC for use in system-wide programs.

d. Technical Reference Manual

The Technical Reference Manual is a regularly updated, comprehensive list of all measure and program assumptions used in determining measure and program cost-effectiveness. The most recent Technical Reference Manual (TRM) (current as of October 20, 2022) is attached as **Appendix X**. The PA will be responsible for establishing a new TRM and to maintain and update the TRM so that it contains current documentation on all measure and program assumptions.

Commented [EB66]: How and when will results be applied?

Changes to existing measure characterizations and program assumptions, and all assumptions for new measures and program offerings, will be coordinated with the EERMC and the DPUC. All changes will be documented in the TRM, including the basis for the new assumption. Annually, the PA will provide the TRM to OER, the PUC, the DPUC, the EERMC and the distribution utilities.

Commented [PM67]: Should there be mention of needing consensus, or who decides if there is non-consensus? I assume they don't have free reign to do whatever TRM they want.

Commented [PM68R67]: Also, should it mention involvement of evaluators in development of TRM?

e. Customer Class Assessment Activities

The PA will collect, compile, and assess information on the characteristics and status of customer classes targeted by the existing programs. This information should include, for example, changes or expected changes in these markets, technology changes, design, and management strategies to increase energy efficiency, and the status and progress of PA-funded programs in capturing the potential for cost-effective energy savings. The PA will need this information to achieve its objectives, assess its performance, and recommend changes to programs. This information must be adequate to provide the basis for improving and redesigning programs. The PA should coordinate its information collection activities with the PUC and the DPUC for information needs for future estimates of energy efficiency potential and monitoring and evaluation activities.

Commented [CJ69]: Richard: A key focus in MA and CT is non-participants. We need to understand who is not participating in programs and why and then design programs that overcome these barriers. Include "nonparticipants" among other "customer classes".

Commented [PM70]: Add distribution utilities? Assume they are a key party to coordinate on customer data.

The PA's responsibilities with respect to collecting information related to market transformation effects will be limited to data about its efforts (for example, the PA will collect information about its installations, but it will not be responsible for collecting information about awareness of new energy efficient technologies among Rhode Island residents).

Commented [CJ71]: Richard: But won't collecting data about awareness of technologies and programs help with program effectiveness? This seems limiting.

f. Manage Subcontractors and Service Providers

The PA will solicit, select, hire, and oversee employees and subcontractors to deliver energy efficiency services, and develop methods for managing the performance and compensation of service providers. The PA should place a high priority on developing methods to assure coordination, integration, and joint promotion of efforts that are relevant to more than one customer class.

Commented [CJ72]: Richard: and IT systems...

The PA will develop and oversee compensation levels and mechanisms for direct employees and for subcontractors and will collect and compile information for documenting performance. It will review, approve, and pay subcontractor, service provider, and other service-related expenses in a timely manner.

Commented [CJ73]: Richard: Will they need to pay prevailing or union wages? If so, clarify

g. Quality Assurance

The PA will develop and maintain quality assurance standards and tracking and monitoring mechanisms for each initiative and for the entire PA effort as a whole, ensuring that both direct employees and subcontractors apply the quality assurance standards and methods set forth by the PA. These mechanisms must be submitted to the PUC for approval. The PA must ensure that such standards and tracking and monitoring mechanisms are operating effectively for all services and initiatives.

Commented [SR74]: Right to conduct 3rd party audit

Commented [CJ75]: Richard: We should also require they demonstrate and put in place mechanisms for addressing under-performance and an appeals process for vendors/subcontractors.

Commented [PM76]: There will be non-program specific activities and expenditures that should also be covered.

h. Performance Assessment

The PA will be responsible for collecting, maintaining, and providing information sufficient to assess program and market performance for the purpose of assessing its own effectiveness as well as the performance of its subcontractors. The PA will make this information available to

Commented [CJ77]: Richard: We should put in place a performance incentive system for the PA. How will their performance be assessed and overseen? What will the formulas and mechanisms be for rewarding the PI?

State energy agency staff and independent evaluation firms. It is not anticipated that the PA will conduct formal "process" evaluation activities. If it is determined those are necessary or desirable, they would be paid for out of the funds set aside for formal evaluation activities.

Commented [PM78]: Add "EERMC"? Also, perhaps explain the evaluation procurement process (who hires and directs them)?

Commented [CJ79]: Richard: which will be administered by ___.

Note: Program monitoring and ongoing assessment of service and initiative implementation effectiveness are the responsibility of the PA.

i. Program Marketing, Consumer Information, and Education

The PA must develop and implement a public and consumer information strategy to:

- (1) promote customer participation in and market awareness of PA services;
- (2) increase consumer, trade ally and design professional awareness and understanding of the benefits of energy efficiency both for participants and non-participants;
- (3) increase consumer demand for energy efficient products and services; and
- (4) affect consumer decision-making in consumer-driven energy efficiency choices. At a minimum, the PA must provide:
 - (1) a toll-free number;
 - (2) a web page describing services available to customers;
 - (3) effective customer response and referral procedures; and
 - (4) a system for addressing and resolving customer complaints promptly.

Commented [PM80]: Should they be required to have a website that directly supports program applications and enrollment?

The PA will also develop and implement energy education and technical training services and initiatives, including cooperative activities with Rhode Island educational institutions, vocational training, and continuing education.

Commented [CJ81]: Richard: Any workforce development responsibilities beyond cooperating with vocational and CE efforts?

Note: Bidders' proposals must detail their public and consumer information strategy. OER is actively seeking creative proposals for increasing public knowledge of the systemwide benefits of energy efficiency.

j. Technical Assistance and Educational Support for Energy Code Activities

The PA will provide technical support and training regarding the residential and commercial building energy codes. The anticipated support includes, but is not limited to: (1) development, production and delivery of educational materials; and (2) development and delivery of workshops and professional training. The PA will not be responsible for building code activities that require the development of new provisions for the energy code, legislative advocacy regarding adoption of new or updated energy codes, or the evaluation of energy code activities.

Commented [CJ82]: Richard: Why not? These are important energy savings opportunities that the PA should support and receive savings credit for if successful.

Commented [PM83]: And compliance and enforcement?

k. Develop Independent Funding Sources

The PA may facilitate the development of, and/or develop, independent energy efficiency funding mechanisms that leverage non-PA funds (such as grant funds).

l. Coordinate Program Data Collection Activities

The PA will coordinate, manage, and secure required program data collection from subcontractors, distribution utilities, and other appropriate entities. The PA will ensure that data definitions, formats, collection, processing, storage, and retrieval procedures used by it and any subcontractors or agents are consistent and result in an integrated and easily accessible, set of data for all programs.

Note: Bidders must demonstrate their capability in this area and specify how they will ensure this data collection and coordination occurs.

m. Coordinate with Existing Market Participants

The PA will coordinate its efforts with existing market participants, such as vendors, builders, contractors, trade allies, trade associations, engineers, and design professionals, to more efficiently deliver energy efficiency services to Rhode Islanders. The PA's efforts in this area may include education and training of existing market participants, subcontracting for the delivery of energy efficiency services, cooperation regarding service delivery, or other means of coordination.

Note: Bidders' proposals should thoroughly describe how bidders will recruit and utilize existing market participants to help deliver each of the major energy efficiency program initiatives proposed.

n. Coordinate with Other Energy Efficiency Activities

The PA will coordinate its efforts with other public and private energy efficiency efforts, at the state, regional, and national levels, to address challenges related to the adoption of cost-effective energy efficiency measures and practices. Other state, regional or national initiatives or organizations may emerge in the future. The PA will be expected to evaluate the potential benefits of those efforts and coordinate with and participate in them in a manner that is consistent with the Least-Cost Procurement legislation and standards.

o. Coordinate with Distribution Utilities ("DU")

The PA may coordinate with DUs on any energy efficiency programs DUs implement on their own behalf. These programs may include voluntary system-wide programs a DU may provide in its own service territory, or they may be a part of geographically targeted Distributed Utility Planning ("DUP") efforts by utilities.

Commented [SR84]: Any requirements to coordinate, report out on, or anything else related to IRA or other federal funds?

Commented [CJ85]: Richard: What about coordinating with the RIIB?

Commented [EB86]: Any other funds from the State?

Commented [PM87R86]: Should it mention RGGI or capacity market funds?

Commented [SR88]: Should we require a public, online data portal like massave?

Commented [CJ89]: Richard: CAPs

Commented [CJ90]: Richard: but not limited to...

Commented [EB91]: Will any federal funds be part of their implementation? IRA or BIL or WAP?

Commented [SR92]: Structure an option for this vendor to support Municipal utilities if they so choose (and ensure RIE does not have the ability to choose)

Commented [CJ93]: Richard: Must? It will be imperative to have a set of coordinated statewide programs to avoid market confusion.

When considering the application of programs or program technologies that might have a significant material impact on the integrity of a DU's transmission and distribution system, or a customer's facility, the PA will coordinate with the affected DU to determine whether power quality and power factor may be affected. If problems are identified, the PA will cooperate with the affected DU and/or customer to resolve the problem.

Note: Bidders' proposals should briefly address how their proposed program initiatives can coordinate with and enhance distributed utility transmission and distribution planning.

p. Support for Resource Planning and Program Evaluation Activities

The PA will provide the data and information necessary to support the State's demand-side management (DSM) resource planning and evaluation activities.

The PA will also provide data and information support for the independent evaluation of the PA.

The PA will cooperate actively in the identification and prioritization of information needs, the exchange of information, and the timing of work products with OER, the DPUC, the PUC, the EERMC and other entities as necessary to effectuate strategic planning, multi-year program planning and budgeting, market assessment, and program evaluation.

Program Transition Responsibilities

a. Transition after New Contractor is Selected

OER expects the winning bidder to work with the current PA to accomplish as smooth a transition as possible. The transition must be performed in an organized and efficient manner with a minimum of disruption to customers, vendors, trade allies, contractors, design professionals, and other energy efficiency service partners.

It is critical that the winning bidder manage the transition from the PA's current service offerings to those the winning bidder proposes to offer, particularly if there are any significant differences between the two groups of services. This is important to minimize confusion among customers, suppliers, trade allies, vendors, design professionals, engineers, and other market actors.

Note: If bidders are proposing significant changes from the PA's existing service offerings, their proposals must contain a general description of how they intend to transition from the current service offerings to the new ones. Bidders should be aware that the winning bidder will be required to develop a detailed transition plan.

In addition, the winning bidder may fulfill the outstanding terms of existing customer contracts entered into by the current PA. This includes assuming the existing financial obligations and requirements of program delivery such as providing customer incentives, and technical and design assistance. Customer- and project-specific information will be provided to the selected bidder during contract negotiations.

Commented [PM94]: Will they be required to submit EE/DR resources to ISO NE's forward capacity market and obtain funds?

Commented [CJ95]: Richard: Good. It may be helpful to name the entity that will be in charge of evaluation; OER?

Commented [SR96]: Things we request this year at PUC will be critical to provide information for transition

Commented [CJ97]: Richard: This sounds like RIE can't win this bid. If they are able to bid on this, that should be made clear from the beginning, and then two scenarios should be addressed here; RIE renews or there is a new PA.

Commented [EB98]: I assume the current team can bid, right? Might want to make this clearer

Commented [CJ99]: Richard: ...if the current PA is not selected.

Note: Bidders' proposals should explain their plans to accept and integrate these obligations into their own service delivery strategy.

Bidders should also be aware of existing loan programs since the terms of the loans may extend beyond the end of the current contract term.

b. Program Termination Transition

If the PA's role is terminated or transferred to another entity on any future date, the PA shall cooperate with and assist any such transition process. This obligation shall include without limitation, the sharing and transfer of data and management information systems and software.

TECHNICAL AND BUDGET REQUESTED INFORMATION

Narrative and format: Vendors must submit a technical proposal which addresses each of the following elements and is limited to 60 pages (this excludes any appendices and as appropriate, resumes of key staff that will provide services covered by this request):

Commented [CJ100]: Richard: Budget (spelling)

A. **Staff Qualifications** – Provide staff resumes/CV and describe qualifications and experience of key staff who will be involved in this project, highlighting their experience in program management and administration of energy efficiency services and incentives and their roles. Please also include individuals, either as staff of the main vendor, or a subcontractor, with experience in the following areas:

Commented [PM101]: Perhaps require an org chart?

- successful delivery of efficiency services to low income, environmental justice, and otherwise disadvantaged communities
- clean technology workforce development, with a particular focus on recruitment and training of individuals from disadvantaged communities
- excellent communication with stakeholders and the community, to streamline incentive uptake and delivery.

B. **Capability, Capacity, and Qualifications of the Vendor** - Please provide a detailed description of the Vendor's experience as a PA, and/or provider of Efficiency-as-a-Service. List a minimum of three (3) relevant client references, to include client names, addresses, contact names with emails and phone numbers, dates of service and type(s) of service(s) provided.

C. **Work Plan** - Please describe in detail, how you propose to fulfill the functions of a PA for the state of Rhode Island. The following elements should be included:

- A proposed plan for performing the tasks denoted in Section B.
- Bidder visions for achieving LCP's core goals.

The cost proposal should include two components:

- Budget Proposal
- Budget Narrative

Bidders should base their cost proposal on the 2022 State Energy Efficiency Programs Incentive Budget that was approved by the PUC.

The total programmatic incentives for the electric and gas rebate and loan programs were the following:

Commented [PM102]: If they will be required to make and service loans should state that somewhere.

Electric Programs

Residential Programs

Low-Income Programs

Small/Commercial Industrial Programs

In 2022, these programs supported XX customers

Natural Gas Programs

Residential Programs

Low-Income Programs

Small/Commercial Industrial Programs

In 2022, these programs supported XX customers

The bidders shall also include the costs for the following:

- 1.) Customer support (phone service and email) from 9am to 4pm Monday through Friday.
- 2.) Maintaining a website that will represent the state’s energy efficiency programs that will be subject to OER review and approval prior to launch.
- 3.) Attending monthly EERMC meetings programmatic manager (1 FTE) in Providence from July 2024 through March 2029.

Commented [CJ103]: Richard: How about 5 or 6 to make it more accessible to customers?

- 4.) Legal (1 FTE) and programmatic manager (1 FTE) staff time to attend the annual state energy efficiency docket proceedings before the Public Utilities Commission in Warwick, RI. The budget for this task should reflect 3 docket meetings in Warwick with 8 hours budgeted for each meeting.
- 5.) Legal (1 FTE) and programmatic manager (1 FTE) staff time responding to data requests from the Public Utilities Commission, Division of Public Utilities and Carriers and other potential intervening parties. The budget for this task should reflect 120 hours budgeted for this task.

Commented [PM104]: Clarify if these FTEs are the same or in addition to that declared in #4

The **Budget Proposal** must provide a proposed “not to exceed” time and materials budget for this engagement broken down by task and all the individual sub-components, activities, and services proposed in the Work Plan portion of the Technical Proposal. Please specify one-time start-up costs and ongoing operational costs in your budget proposal. This budget must be separated by calendar years. This budget must be presented in the Budget Template provided. Additionally, the budget must contain the hourly rates of each staff member working on the program administration. If the scope of work is significantly adjusted by OER during the contract, the budget for the Program Administrators can be renegotiated.

Commented [SR105]: Ensure there are clear requests for detail underlying the spending plan. Also ensure

Commented [PM106]: Should the budget be tied to specific articulated goals? Otherwise, will it need to be renegotiated every time plans change?

Commented [EB107]: spelling

A **Budget Narrative** must be provided that confirms that all the content (i.e., tasks, subtasks, services, activities, deliverables, etc.) reflected in the bidder’s Work Plan is clearly and transparently accounted for in the Cost Proposal. Bidders who fail to do so may be disqualified.

Please be advised:

The PA is expected to maintain a clear, up-to-date log of all hours worked and how those hours were spent, broken down by task. For each relevant staff member of the PA, its partners, and/or sub-contractors, the PA is expected to provide monthly invoices to OER detailing all hours worked by each staff member (by task), their hourly billing rate, and total costs associated with each staff member. Each bill should summarize total billable time and costs across all relevant staff. Specifically, these invoices should be delivered to OER no later than the fifth business day of the month following the month for which work is being reported and billed.