

Memorandum

To: Energy Efficiency & Resource Management Council
From: Sam Ross, Optimal Energy
Date: December 15, 2022
Subject: Proposed 2023 Scope of Work Content, Objectives, and Budget

I. Introduction

Optimal Energy, LLC. and its partners (collectively the Consultant Team or C-Team) appreciate the opportunity to continue serving the Rhode Island Energy Efficiency and Resources Management Council (EERMC or Council) with high quality policy and program consultant services. The Consultant Team provides the following proposed Scope of Work (SOW) for its services to the EERMC in 2023. The proposed SOW retains a clear focus on the key activities delivered in 2022 in service of the Council's statutory obligations, including program implementation oversight and program planning activities. We have developed this SOW with an emphasis on delivering the key activities at a similar budget to what was approved for 2022, adjusted to account for the fact that three-year plan years historically have required higher levels of funding¹. During implementation of our work plan, coordination with other stakeholders, including Rhode Island Energy, the Office of Energy Resources (OER), and the Division of Public Utilities and Carriers (DPUC), among others, will be critical to align efforts; build consistent approaches to planning; streamline delivery; and foster effective collaboration and partnership to drive progress toward greater equity in program design, implementation, workforce, and outcomes, as the clean energy industry enters a new phase of rapid evolution. The C-Team also recognizes the need to be efficient with how it represents the Council in all meetings and events covered in this SOW and is committed to an approach that aligns staffing levels with need.

In 2022, the C-Team revised our organizational schema to align our work plan with the organization of our invoices. The C-Team proposes to continue with the outcome of that process in our 2023 SOW, which is detailed in Section II of this document.

The primary changes reflected in our proposed 2023 SOW compared to the approved 2022 SOW are as follows:

- Section II. 2023 Work Plan
 - Added language around support for the Council's 2024-2026 target setting process, including oversight of potential Market Potential Study (MPS) data refresh
 - Added language around support for the 2024-2026 Three-Year Plan, including the Council's development of priorities for that Plan
 - Added support for newly established education items included in the Council's 2023 budget, including the Council Branding and Communications Development and Energy Efficiency and Climate Awareness Campaign items
 - Added language around additional support to be provided for equity issues

¹ See page 12 of the C-Team's July memo on Council Budget Allocation Options for 2023 for more information, available at: http://riermc.ri.gov/wp-content/uploads/2022/07/2023-eermc-budget-allocation-options-memo_2022.07.19.pdf

- Recognition that SRP proceedings were limited in 2022, resulting in the expectation that several key areas will receive significant attention in 2023, alongside the need to conclude commitments from the 2021-2023 SRP Three Year Plan as well as develop the 2024-2026 SRP Three Year Plan.
- Section III. Staffing and Budget
 - Updates to organizational chart, billing rates (inflation only), and planned hours and associated budget to align with the updates to Section II described above

Section II of this memo, 2023 Work Plan, summarizes the Consultant Team’s work plan organized by task and subtask. Section III, Staffing and Budget, provides information on the Consultant Team’s staffing and includes an estimate of the budget that would be necessary to support our proposed 2023 SOW.

II. 2023 Work Plan

As noted above, this section of our work plan showcases the improved organizational schema we have developed. The revised list of Tasks below reflects the prioritization of the EERMC’s legislated responsibilities and obligations.

- Task 1 – Energy Efficiency Program Planning and Implementation Oversight
- Task 2 – System Reliability Procurement
- Task 3 – Regulatory Proceedings
- Task 4 – Council Sponsored Meetings and Materials
- Task 5 – Research, Analysis, and Other Council Support
- Task 6 - Administrative
- Task 7 – EERMC Intern

To ensure clarity and transparency, we have organized our work plan with sub-tasks under several of the Tasks, which break out work streams that are relatively discrete from the overall Task. In the remainder of this section, we present the tasks and sub-tasks and describe associated responsibilities and deliverables.

Task 1 – Energy Efficiency Program Planning and Implementation Oversight

Task 1 includes activities necessary to meet the Council’s fundamental objectives, which are to oversee the design and successful delivery of energy efficiency programs and services that maximize the resulting benefits for all Rhode Islanders. Our approach will ensure that the EERMC continues to achieve the clearly documented objectives for energy efficiency plan development and delivery codified by the PUC in the Least Cost Procurement (LCP) Standards, including detailed review of energy efficiency plans to ensure that proposed costs are reasonable and justified to assure cost-efficiency as well as cost-effectiveness. Our proposed work under Task 1, which is described in further detail below, is comprised of council representation, implementation oversight and plan development, and education initiatives.

Task 1.1 – Council Representation

Under Task 1, the C-Team will represent the Council at a variety of meetings related to program planning and oversight. First, the C-Team will represent the Council and participate along with other stakeholders at up to

eight regularly scheduled Energy Efficiency TWG (EE TWG) meetings. Second, we propose to staff one or two C-Team members as active participants in all Equity Working Group (EWG) proceedings in 2023 so that we may report back to the EERMC relevant updates associated with commitments made in the 2023 Annual Energy Efficiency Plan (2023 EE Plan), as well as proposed commitments for the 2024-2026 Three Year and 2024 EE Plans. In past years, the C-Team played a passive role in attending quarterly EWG meetings. As a takeaway from the Council's Learning, Education, and Advancement Discussion (LEAD) meeting in November 2022, the C-Team is proposing to leverage its experience from equity activity in other jurisdictions to play a more active role in partnering with OER and Rhode Island Energy to guide the EWG. The C-Team is also proposing to advocate for a stronger leadership role for the Council on the EWG. Finally, the C-Team will represent the Council in all necessary meetings with OER and Rhode Island Energy to fully support EERMC-related activities and responsibilities, ensure all deliverables meet deadlines that allow for adequate Council review and feedback, and to prepare for upcoming Council meetings.

Task 1.2 – Implementation Oversight and Plan Development

Under this subtask, the C-Team will engage in a variety of activities that are at the core of ensuring energy efficiency programs are developed and implemented in a manner consistent with LCP and with the Council's and stakeholders' interests in mind. The activities include sector strategy and program oversight, evaluation, measurement and verification (EM&V), three-year plan target setting, three-year and annual plan development, and stakeholder engagement.

With respect to the first work area, the sector strategy and program oversight team is primarily responsible for ensuring that the 2023 programs are delivered according to the PUC approved 2023 EE Plan. The C-Team uses a two-pronged approach which includes ongoing monthly data review and monthly strategy calls with Rhode Island Energy, OER, and the DPUC at their discretion. On a monthly basis, the C-Team reviews raw program data received from Rhode Island Energy and incorporates it into a monthly data report which it reviews and shares with Rhode Island Energy, OER, and DPUC. In its review, the C-Team will flag areas of concern and needed improvement, and where appropriate make recommendations for optimizing and improving program performance. The C-Team also coordinates monthly sector strategy meetings for each of the Residential & Income Eligible and Commercial & Industrial sectors, for a total of twenty-four regularly scheduled meetings. Monthly meeting topics generally include, but are not limited to, review of 2023 EE Plan commitments, program performance data review, and special topics on an as-needed basis.

The second work area, EM&V, includes reviewing and providing technical feedback on in-progress studies as well as the scopes of work for upcoming studies. The C-Team meets with Rhode Island Energy, OER, and DPUC, at their discretion, twice per month to check-in on these items, once each for the Residential & Income Eligible and Commercial & Industrial studies. On an as-needed basis, the C-Team will also hold or participate in meetings with study vendors to address any concerns identified in the review of study design and results materials. One of the key goals of the EM&V work stream is to ensure consistency of study development, review, and approval so that results of each study can be actionable and help in guiding annual plan development. Another key goal for the C-Team's EM&V efforts is to leverage studies from other jurisdictions that can be applied to Rhode Island in order to benefit from evaluation study results without incurring additional costs to ratepayers.

Third, the C-Team will support the Council in its development of proposed targets and priorities for the 2024-2026 Three-Year and 2024 Annual Energy Efficiency Plans (2024 EE Plan). In developing the 2024-2026 Targets (“the Targets”), the C-Team proposes to assist in oversight of the data refresh update of the MPS should the Council elect to move forward with that work. Simultaneously, the C-Team will assist the Council in developing all aspects of the Targets as required by the LCP standards. For the Council’s 2024-2026 Three-Year and 2024 EE Plan priorities, the C-Team anticipates a greater allocation of time and attention compared to the 2022 priority-setting process to ensure that Council priorities around equity, workforce development, carbon pricing, savings goals, and any other items the Council identifies are fully addressed in the energy efficiency plans.

Fourth, to ensure the 2024-2026 Three-Year and 2024 EE Plan are developed in a manner consistent with LCP and reflects the Council’s and other stakeholders’ priorities, the C-Team will review and provide feedback on all plan materials, including the main text and all attachments of the 2024-2026 Three-Year and 2024 EE Plan narratives, benefit cost and rate and bill impact models, the Technical Reference Manual (TRM), as well as all relevant updates. During the development of the 2024-2026 Three-Year and 2024 EE Plans, the C-Team will meet regularly with the sector strategy groups throughout the year, including a series of deep dive meetings on a variety of key topics crucial to the advancement of energy efficiency. The C-Team will also engage with Rhode Island Energy, OER, and DPUC on other planning topics on an as-needed basis.

Finally, the C-Team will meet individually with active energy efficiency stakeholders on behalf of the Council on a regular or as-needed basis throughout the year to ensure their priorities and thoughts on program design and strategies are given due consideration in the development and implementation of annual energy efficiency plans.

Task 1.3 – Education Initiatives

To fulfill the Council’s legislated public education objectives, the C-Team proposes to support an array of EERMC education activities in 2023 by continuing its coordination and facilitation of the Education Working Group meetings and activities. The C-Team will continue to oversee, manage, and assist OER and/or Rhode Island Energy in organization and promoting the following efforts:

- **Annual EERMC Public Forum and EERMC Energy Lecture Series:** These events are designed to promote public understanding and stakeholder dialog around key energy efficiency and related issues that impact Rhode Islanders today
- **EERMC Educational Video Series:** Currently under development with completion expected by the end of 2022, this collection of five short-format videos targets the general public and covers topics from understanding your utility bill to decarbonization, with specific tailoring to Rhode Island In 2023, the C-Team will assist in the roll out of these videos to the general public.
- **Energy Training for K-12 Educators:** This work provides a Rhode Island-specific energy curriculum and training to K-12 teachers and students, including content on energy efficiency, renewables, climate science, energy justice, and public health
- **Energy Expo at the Rhode Island Home Show:** This effort ensures that energy is a focal point of this major show, allowing Rhode Islanders to connect face-to-face with local energy vendors who can help them learn about and implement clean energy measures in their homes

- **Combined Heat and Power (CHP) Public Meeting:** As one of the Council’s legislated mandates, this annual meeting gives CHP stakeholders the opportunity to provide feedback on the state’s CHP programs and policies and serves to inform CHP developers and potential customers of program details and updates
- **Council Branding and Communications Development:** As the Council continues to expand its public education and outreach activities, enhancing its own distinct brand and communications tools would help fulfill its mandate to promote public awareness of energy efficiency programs and their benefits. The Council’s 2023 budget proposal allocated funds that may be utilized to solicit professional services for strategic consultation and further development of EERMC brand identity and outreach functions to foster greater awareness of Council efforts to build public recognition, reputation, and credibility over time.
- **Energy Efficiency and Climate Awareness Campaign:** As the least cost clean energy resources, energy efficiency plays a foundational role in addressing climate change and achieving Rhode Island’s clean energy goals. It is, therefore, critical that the public continue to see efficiency investments as necessary for combating climate change. In its 2023 budget proposal, the Council allocated funds that may be utilized to solicit professional services to develop and deliver a public awareness campaign that promotes the benefits of energy efficiency in the context of mitigating the impacts of climate change. As with other Council-issued RFPs, the C-Team will assist in developing the associated Scope of Work, supporting Council review of responses, and overseeing the work of any selected vendor(s).

Task 2 – System Reliability Procurement

Task 2 is focused on the Council’s responsibilities related to System Reliability Procurement (SRP). This work is related to, but separate from, the Council’s core work around energy efficiency program planning and implementation oversight (see Task 1). This includes representing the Council at up to twelve SRP Technical Working Group (SRP TWG) meetings as well as providing technical support in the development and oversight of SRP Plans.

Task 2.1 – Council Representation

The C-Team will represent the Council and participate along with a number of core stakeholders at monthly SRP TWG meetings and other meetings as may be scheduled from time to time regarding SRP.

Task 2.2 – Plan Development and Oversight

The C-Team will continue its work supporting and overseeing implementation of the 2021-2023 SRP Plan. The C-Team anticipates an increase in time required to support several important SRP developments anticipated for 2023, including the conclusion of the three-year development cycle for the Non-Pipes Alternatives program. First, along with OER, the Consultant Team has initiated discussions related to benefit-cost methodologies for Non-Wires Alternatives (NWA) and Non-Pipes Alternatives (NPA) in 2021. These were originally anticipated for further development in 2022, but efforts were delayed due to utility staffing impacts related to the sale of the utility business. Consequently, we anticipate building upon the 2021 efforts more extensively in 2023. Second, in fall 2021 Rhode Island Energy committed to continuing to improve upon the analyses and models used to explore internally-sourced NWA solutions such as targeted efficiency, demand response, solar, and storage. This new work stream is anticipated to continue in 2023 as the collaborative effort to establish best-practice

methodologies for such analyses hits its stride. Similarly, the development of the NPA program will result in a final NPA program design in 2023, which is anticipated to require significant stakeholder engagement. Lastly, as with energy efficiency, SRP proceedings in 2023 will include development of a three year plan spanning 2024 - 2026, which is expected to merit significant attention throughout the SRP TWG proceedings in 2023, and may include the potential for ad hoc deep dive meetings on various plan elements throughout the year.

Task 3 – Regulatory Proceedings

Task 3 represents the C-Team’s focus on ensuring that the Council meets its statutory obligations with respect to the 2024-2026 Three-Year Plan Targets, 2024-2026 Three-Year Plan and 2024 EE Plan filing and to make sure that the Council’s views are represented in all relevant regulatory proceedings. To achieve this, the C-Team will represent the Council at a variety of regulatory proceedings and develop and review relevant technical material, each of which is described in more detail below. The 2023 work plan anticipates a level of time and resources for regulatory proceedings that is similar to the support provided during 2022, with additional time and resources allocated to account for the increased workload of a three-year planning year.

Task 3.1 – Council Representation

The C-Team will represent the Council at all relevant PUC technical sessions, hearings, and open meetings. For PUC technical sessions, the C-Team anticipates representing the Council in at least four meetings, some of which may occur prior to the filing date. Such meetings are typically geared toward clarifying questions and discussions related to the intent and processes that result in filed materials (for pre-filing meetings) and review of said filed materials (for post-filing meetings). In addition, there have at times been technical sessions to engage in more detail with questions that arise during hearings. Once an EE Plan has been filed with the PUC, the PUC will conduct a series of hearings in which intervening parties may be cross-examined. As it has in years past, the C-Team plans to represent the Council during EE Plan hearings, up to and including providing direct testimony in front of the PUC. When not providing direct testimony, the C-Team will monitor the hearings and report back relevant information to the Council. Finally, between and at the conclusion of plan hearings, the PUC regularly holds open meetings where the Commissioners will discuss and potentially rule on certain aspects of the EE Plan. The C-Team will monitor these meetings and will report back any relevant conclusions to the Council.

Task 3.2 – Develop and Review Technical Materials

To support the Council in development and review of technical materials related to the 2024-2026 Three-Year Plan Targets, 2024-2026 Three-Year Plan, and 2024 EE Plan, the C-Team proposes five key work streams. First, in accordance with LCP Standards, the C-Team will assist the Council in the development and submission of a report that makes recommendations for the 2024-2026 Three-Year Plan Targets to the PUC. Second, also in accordance with LCP Standards, the C-team will conduct a detailed analysis on the proposed 2024-2026 Three-Year Plan and 2024 EE Plan to determine cost-effectiveness and will work with OER and the Council’s Attorney to submit a report on its findings to the PUC on behalf of the Council. Third, and only if necessary if the Council decides to not endorse the 2024-2026 Three-Year Plan and 2024 EE Plan, the C-Team will prepare a report that documents the Council’s reasons and will submit comments on behalf of the Council to the PUC for its consideration during plan proceedings. Fourth, the C-Team will coordinate with OER and the Council’s Attorney to review and respond to any information requests directed to the Council as part of the plan proceedings.

Finally, the C-Team will track and review responses to information requests of other intervening parties where appropriate as it relates to Council interests.

Task 4 – Council Sponsored Meetings and Materials

Task 4 is centered around providing technical support for Council sponsored meetings. This includes appropriately staffing Council sponsored meetings, developing materials, and supporting other Council responsibilities.

Task 4.1 – Meeting Attendance

The C-Team will appropriately staff all Council sponsored meetings, including thirteen scheduled EERMC meetings, four scheduled meetings of the Executive Committee, and up to two additional meetings to support Councilor Learning, Education and Advancement (LEAD) as they perform their assigned roles and responsibilities. In addition to staffing meetings, the C-Team will be prepared to present and provide input on critical topics and key points for Council deliberation.

Task 4.2 – Develop Materials

In advance of all Council sponsored meetings, the C-Team will work with the Council and OER to identify whether C-Team materials may be needed to support Councilors' engagement with and understanding of meeting content, or to ensure the Council's legislated objectives are met. The C-Team will then develop all required meeting materials and work with OER to ensure that materials are distributed to the Council and other meeting attendees in a timely manner in advance of each meeting. This task includes materials that are developed for the Council on a recurring basis, including monthly updates to the Council's annual timeline, quarterly updates on program activities, and Technical Working Group activity updates.

Task 4.3 – Other Council Responsibilities

Beyond the items described in Tasks 4.1 and 4.2, the Council has some responsibilities that fall outside of the other Task areas described in more detail throughout this work plan. One of these responsibilities is the development of the statutorily required Annual Report to the General Assembly. The C-Team will coordinate with Rhode Island Energy and OER to source and assemble the content of the Annual Report and will work with OER and the Council to ensure that the Annual Report is submitted in accordance with legislation. Further, this subtask includes the C-Team's support for the CHP Annual Public Meeting. As required by legislation², the EERMC is to gather stakeholders to discuss opportunities and strategies around CHP in Rhode Island. As it has done in years past, the C-Team will coordinate with OER and Rhode Island Energy in scheduling and hosting the meeting on behalf of the EERMC.

Task 5 – Research, Analysis, and Other Council Support

The C-Team has been an early voice in many jurisdictions highlighting the imperative to work across areas of energy policy and programs that have historically existed in silos. The process of developing and managing plans that address the integration of cross-cutting solutions and approaches requires a team able to draw on experts across the spectrum of clean energy resources and policies. We will support Rhode Island's continuing leadership in the evolving energy landscape by applying our engagement in a range of jurisdictions on issues

² <http://webserver.rilin.state.ri.us/Statutes/title39/39-1/39-1-27.7.HTM>; see Section 6(iv)

including workforce development, heating decarbonization, equity in efficiency programs, locational valuation, and distributed energy resources. Our proposed approach to this includes representing the Council in meetings with the General Assembly, Executive branch agencies, ISO-NE, the Avoided Energy Supply Cost Group, as well as regional initiatives coordinated by groups such as NEEP. The C-Team will pair this representation with subject matter research on an as needed basis as requested by the Council.

The C-Team believes that well-informed and educated Councilors are an integral component of the EERMC delivering on its stated mandates. To ensure this, the C-Team is available to brief each voting Councilor and the non-voting representative for delivered fuels individually or in small groups³, as directed. When requested or necessary, the C-Team will work to ensure that briefings are conducted as efficiently as possible and are focused on the Council's core deliverables. Given that there are several vacant seats on the Council that may be filled in 2023, the C-Team also proposes to meet with, educate, and orient new Councilors to cover roles, responsibilities, and evolving efficiency issues.

Task 6 - Administrative

The C-Team proposes to continue utilizing a reduced billing rate to cover a variety of administrative work streams. The C-Team expects that these hours will be fairly minimal as they will be used only in instances where staff are needed in a non-technical capacity. The following work streams will be billed under the administrative rate:

- **Meeting coordination and logistics:** Event planning work such as venue research and booking, food and drink planning, and venue setup.
- **Council website:** The C-Team is in the process of transitioning many of the Council website responsibilities to OER. Any work in assisting in this transition and/or work that the C-Team continues to support based on future conversations with OER will be billed under this task.
- **Quarter Progress Reports:** Develop and provide the Council with quarterly written progress reports covering deliverables, activities, events, and any scope additions or revisions.

Task 7 – EERMC Intern

The C-Team proposes to engage an intern for the calendar year 2023 to fill the Mike Guerard Energy Fellow Internship. The internship provides workforce development opportunities for Rhode Island based college students. The intern will assist the EERMC and its C-Team in support of EERMC objectives and activities. For 2023, the C-Team is in the process of evaluating potential candidates for this position.

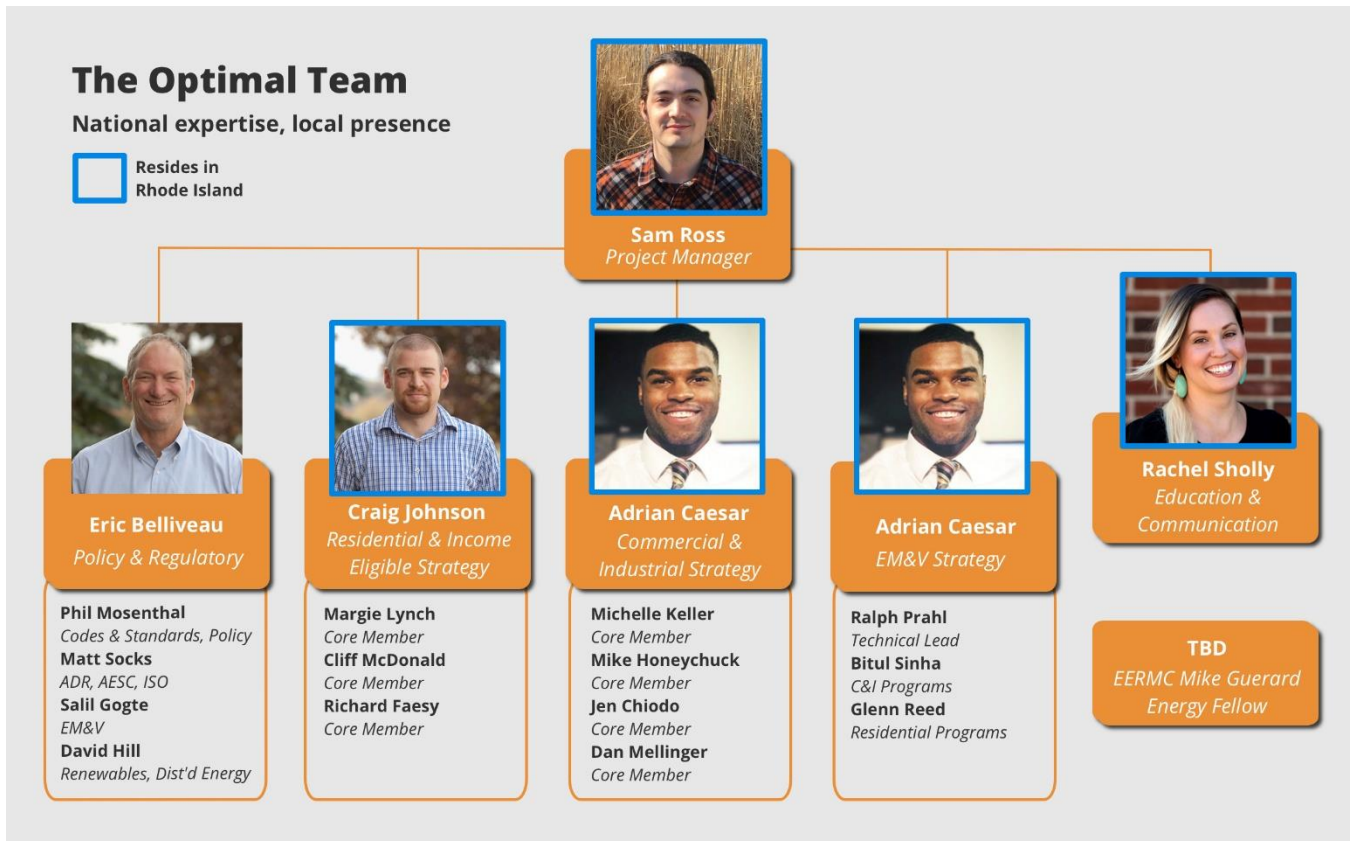
III. Staffing and Budget

The Consultant Team will fully and effectively deliver all elements of this SOW. Work assignments and roles will remain flexible to assure that the right staff, skillset, and availability are in place on all tasks, as well as to address evolving issues.

³ The C-Team will ensure that a quorum is not met when meeting with small groups of Councilors.

Organizational Chart

Our staffing plan balances a core of members with proven track records, institutional knowledge, and well-established relationships while also enhancing and expanding the team to assure that evolving challenges and needs are addressed⁴. We organize our team into five groups covering the core roles and areas of focus, as shown in our organizational chart below. While each member is only listed in their primary areas of concentration, many team members actively participate in multiple groups.



Budget

The proposed hours are tied to our billing rates that were approved for use in our 2022 SOW, which the C-Team committed to holding constant for any future contract years for which the Council may choose to execute their contractual option to extend services under the current Rhode Island Policy and Program Consulting Agreement⁵.

⁴ As in the past, Optimal may identify staff from our subcontractor firms and/or industry experts uniquely suited to support this scope of work, and will seek OER approval before adding resources not specifically named in the organizational chart.

⁵ The C-Team has adjusted these rates in the 2023 SOW to account for inflation for all billing categories except interns, which effectively maintains a constant valuation of team members' time. We did not adjust the intern rate because our prior candidate was a PhD student, and likely candidates this year are undergraduate. Consequently, retaining the \$35/hour rate reflects an upward adjustment from the rate that would have been associated with an undergraduate student in past years.

Staff Title	Billing Rate (\$/hour)
Project Manager	\$206
Principal-in-Charge/CEO	\$220
Managing & Senior Consultant	\$206
Consultant	\$193
Senior Engineer	\$166
Senior Analyst	\$166
Independent Consultant	\$161
Analyst	\$140
Administrative Rate ⁶	\$83
Interns	\$35

The C-Team also provides a list of rates by staff below. This list represents all known potential staff that the C-Team anticipates working on tasks included in this SOW. As noted in footnote 4, Optimal may identify additional staff from our subcontractor firms and/or industry experts uniquely suited to support this scope of work. The C-Team will share billing rates and seek approval from OER prior to adding these additional resources.

Firm	Staff	Title	Billing Rate (\$/hour)
Optimal Energy	Sam Ross	Project Manager	\$206
	Eric Belliveau	Principal-in-Charge	\$220
	Phil Mosenthal	Principal-in-Charge	\$220
	Matt Socks	Senior Consultant	\$206
	Cliff McDonald	Senior Consultant	\$206
	Gretchen Calcagni	Senior Consultant	\$206
	Michelle Keller	Senior Consultant	\$206
	George Sakelaris	Senior Consultant	\$206
	Douglas Gilman	Senior Consultant	\$206
	Craig Johnson	Consultant	\$193
	Adrian Caesar	Senior Analyst	\$166
	Griffith Keating	Senior Analyst	\$166
	Samartha Mohan	Senior Analyst	\$166
	TBD	Intern	\$35
Energy Futures Group	Glenn Reed	Senior Consultant	\$206
	Richard Faesy	Senior Consultant	\$206
	Dan Mellinger	Senior Consultant	\$206
	David Hill	Senior Consultant	\$206
EcoMetric Consulting	Salil Gogte	CEO	\$220
	Mike Huneychuck	Managing Consultant	\$206

⁶ The administrative rate will be used by members of the Consultant Team for specific invoice entries that reflect administrative work streams. Unlike other rates in this table, it is the work stream rather than the staff member in question that defines when the rate will be applied.

⁶ The URI Energy Fellows program requires a minimum of 600 hours for internships, the EERMC Intern budget covers the costs for intern compensation, administrative support including fees to URI, and has the capacity to support incremental hours beyond this minimum amount.

	Corey Read	Managing Consultant	\$198
	Bitul Sinha	Senior Engineer	\$166
JLC Consulting	Jen Chiodo	Managing Consultant	\$206
Core Energy Insights	Margie Lynch	Consultant	\$193
Independent	Ralph Prah	Senior Consultant	\$206
Independent	Rachel Sholly	Independent Consultant	\$161

The table below represents the C-Team’s proposed hours and budget for the work contained in this SOW. The C-Team’s budget is on a time-and-materials basis with a not-to-exceed maximum of \$717,025⁷. If the C-Team is directed to conduct work that is considered out of scope, or that will lead to an overrun of the not-to-exceed amount, the C-Team will communicate this need and request Council approval before such work is started.

Tasks and Sub-Tasks	Total Hours	Total Cost
Task 1: Energy Efficiency Program Planning and Implementation Oversight	2,357	\$ 445,121
<i>Task 1.1: Council Representation</i>	180	\$ 35,110
<i>Task 1.2: Implementation Oversight and Plan Development</i>	1,957	\$ 374,591
<i>Task 1.3: Education Initiatives</i>	220	\$ 35,420
Task 2: System Reliability Procurement	60	\$ 12,360
<i>Task 2.1: Council Representation</i>	20	\$ 4,120
<i>Task 2.2: Plan Development and Oversight</i>	40	\$ 8,240
Task 3: Regulatory Proceedings	298	\$ 58,136
<i>Task 3.1: Council Representation</i>	118	\$ 23,036
<i>Task 3.2: Develop Technical Materials</i>	180	\$ 35,100
Task 4: Council Sponsored Meetings and Materials	651	\$ 119,814
<i>Task 4.1: Meeting Attendance</i>	200	\$ 37,428
<i>Task 4.2: Develop Technical Materials</i>	357	\$ 66,382
<i>Task 4.3: Other Council Responsibilities</i>	94	\$ 16,004
Task 5: Research, Analysis, and Other Council Support	245	\$ 47,112
Task 6: Administrative	54	\$ 4,482
Task 7: EERMC Intern	600	\$ 30,000
Total	4,265	\$ 717,025

Note: The Consultant Team only bills for hours actually worked up to the total approved budget.

⁷ The budget associated with this SOW does not include any external cost items (e.g. facility and catering costs for EERMC-sponsored events). Should the C-Team be required to cover such costs, it will coordinate with OER before incurring expenses. Pending OER’s approval, the C-Team will submit receipts and request reimbursement for such costs in its monthly invoice.