

# Memorandum

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To: Energy Efficiency & Resource Management Council  
From: EERMC Consultant Team  
Date: February 15, 2024  
Subject: Proposed 2024 Scope of Work Content, Objectives, and Budget Draft

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## 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 2024. The proposed SOW retains a clear focus on the key activities delivered in 2023 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 initially approved for 2023, adjusted to account for the increased workload that is necessary to support the Office of Energy Resources (OER) on behalf of the Council to evaluate proposals for, and potentially onboard a new program administrator. During implementation of our work plan, coordination with other stakeholders, including Rhode Island Energy (the Company), 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 2024 SOW, which is detailed in Section II of this document.

The primary changes reflected in our proposed 2024 SOW compared to the approved 2023 SOW are as follows:

- Section II. 2024 Work Plan
  - Removed language related to support for activities that only take place in Three-Year Plan years and thus not applicable to 2024 (e.g. Three-Year Plan review, Targets development, etc.)
  - Added language to clearly indicate intent to consider Commission input and rulings during future plan development processes
  - Added content around the development of monthly data snapshots
  - Updated list of educational activities we plan to support to align with 2024 planned activities
  - Added content around development of EERMC Councilor Newsletter and Handbook updates
  - Updated SRP content to reflect nature of expected activities in 2024
  - Added support for Council's role in the Future of Gas Docket
  - Commitment to work with OER to develop "month-ahead" draft agendas and related briefing document to aid in Council's review of materials

- Added content for support of OER on the EE Implementation RFP
- Added content on C-Team’s availability for Councilor briefings
- Replaced quarterly progress reports with quarterly preview reports
- 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, 2024 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 2024 SOW.

## **II. 2024 Work Plan**

As noted above, this section of our work plan showcases the improved organizational schema we developed in 2022. The list of Tasks below reflects the EERMC’s legislated responsibilities and obligations and is the same set of Tasks that was approved in our 2023 SOW.

- 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 within 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 Public Utilities Commission (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 all 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 2024 so that we may convey Council input to the EWG as well as report back to the EERMC regarding commitments made in the 2024 Annual Energy Efficiency Plan (2024 EE Plan), as well as proposed commitments for the 2025 EE Plan. The C-Team is proposing to continue leveraging its experience from equity activity in other jurisdictions to play a more active role in partnering with OER and the Company to guide the EWG. The C-Team is also proposing to continue representing the Council on the EWG and partner with OER and RIE to ensure EWG activities appropriately complement the Council's oversight of EE program planning and implementation. Finally, the C-Team will represent the Council in all necessary meetings with OER and the Company 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), 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 2024 programs are delivered according to the PUC approved 2024 EE Plan. The C-Team uses a two-pronged approach which includes ongoing monthly data review and monthly strategy calls with the Company, OER, and the DPUC at their discretion. On a monthly basis, the C-Team reviews raw program data received from the Company and incorporates it into a monthly data report which it reviews and shares with the Company, 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. In addition to the more technical data report described above, the C-Team proposes to develop and distribute monthly data snapshots intended to give Councilors, interested stakeholders, and members of the general public a quick and easy way to understand the year-to-date progress of the 2024 EE Plans. 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 2024 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 the Company, OER, and DPUC, at their discretion, twice per month to check-in on these items, once each for studies addressing the Residential & Income Eligible and Commercial & Industrial sectors. 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. To support this goal, the C-Team and the Company revamped EM&V study trackers to ensure full transparency around the sharing of deliverables and expected timelines for stakeholder review of study materials. 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 priorities for the 2025 EE Plan. For the Council's 2025 EE Plan priorities, the C-Team anticipates a 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 2025 EE Plan is 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 2025 EE Plan narrative, benefit cost and rate and bill impact models, the Technical Reference Manual (TRM), as well as all relevant updates. During the development of the 2025 EE Plan, 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 the Company, OER, and DPUC on other planning topics on an as-needed basis. Finally, the C-Team will ensure that relevant outcomes and rulings by the PUC in the 2024 EE Plan docket are considered in program design for the 2025 EE Plan. These may include topics such as carbon accounting methodology, cost of supply methodology, and exploration of avenues for increasing on-bill savings for electric and gas customers.

### 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 2024 by continuing its coordination and facilitation of the Education Committee meetings and activities. The C-Team will continue to oversee, manage, and assist OER and/or the Company in organizing 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
- **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
- **Council Branding and Communications Development:** In 2023, the Council contracted with a third-party to enhance its own distinct brand and communications tools in order to foster greater public awareness of its efforts. In 2024, the C-Team will work to ensure that the deliverables developed in 2023 are utilized to build public recognition, reputation, and credibility with the ultimate goal of fulfilling the Council's mandate to promote public awareness of energy efficiency programs and their benefits.
- **Energy Efficiency and Climate Awareness Campaign:** As the least cost clean energy resource, 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 2024 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 with the ongoing solicitation process for this effort, and support Council review of responses and oversee the work of any selected vendor(s).

- **EERMC Member Handbook:** The EERMC Member Handbook serves as a reference guide to Councilors and is intended to provide helpful background information on topics such as energy, energy efficiency, the Council’s history and makeup, and the evaluation of programs. The C-Team typically reviews and updates the Handbook every couple of years to ensure that existing content is still relevant, and that new content can be added to keep the Handbook up-to-date. The C-Team last conducted this review and update in 2022 and plans to do so again, with input from Councilors, in 2024. Some areas that we intend to update include:
  - Council Member Responsibilities section to reflect feedback received at the Council’s 2023 Fall LEAD Session related to job descriptions and estimated time commitments
  - Content related to energy efficiency’s role in meeting the Act on Climate mandates
  - Information on outcomes from the Future of Gas Docket
  - Background on various sources of recently established federal funding that may support energy efficiency and the Council’s objectives
  - The State of Rhode Island’s recently established CleanHeatRI program
- **EERMC Newsletter:** In 2023, with support from the inaugural Mike Guerard Energy Fellow, the C-Team began delivering a Newsletter to Councilors that covers a wide variety of topics such as updates on Future of Gas Docket proceedings, Equity Working Group and Executive Climate Change Coordinating Council (EC4) meetings, relevant regional energy news, and upcoming energy events. The purpose of these Newsletters is to keep Councilors apprised of activities and developments that are relevant to the Council’s interests, but that may not be able to be covered as topics on Council meeting agendas. The C-Team proposes to continue assembling these Newsletters on an approximately bi-monthly cadence in 2024, with Councilors serving as the primary target audience. The C-Team is open to discussing feedback on these Newsletters, including shifting to, or supplementing with, a public-facing resource.

## 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 and related investment proposals.

### 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 support and oversee the implementation of the 2024-2026 SRP Plan. The C-Team anticipates supporting several important SRP developments in 2024, including the launch of the Non-Pipes Alternatives

(NPA) program. Building on the work done to develop comprehensive benefit-cost analysis for Non-Wires Alternatives (NWA), we anticipate finalization of a revised benefit cost analysis (BCA) approach for assessment of demand response (DR) investment proposals, and supporting the Council's review of the first such investment proposal for electric demand response programs. This is driven by the change made in the 2023 LCP Standards update process to shift DR programs out of EE proceedings and into SRP. Second, in 2023, the SRP process was not able to fully address methodologies for assessing internally-sourced NWA solutions such as targeted efficiency, demand response, solar, and storage. This work stream is anticipated to continue in 2024 as the SRP TWG hits its stride with its new leadership team, and with the Three-Year Plan development process complete. Similarly, with the development of the NPA program as reflected in the Three-Year Plan, the C-Team anticipates significant stakeholder engagement in the first year in which the NPA program is operational, subject to Commission approval.

### **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 2025 EE Plan filing, SRP investment proposals, and any activities related to the 2024-2026 Three-Year Plan Targets, 2024-2026 Three-Year Plan and 2024 EE Plan filings that may spill over into 2024, as well as other dockets that may take place in 2024, such as continued work on the Future of Gas Docket and representing the Council in a docket related to the RFP for EE Implementation Services recently released by the Office of Energy Resources. The C-Team will continue 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.

#### **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. 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 EE and SRP Plan and Investment Proposal Dockets. 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. Between and/or 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 docket. The C-Team will monitor these meetings and will report back any relevant conclusions to the Council.

In addition to representing the Council at PUC proceedings related to the EE Plans, the C-Team proposes to represent the Council where necessary in the Future of Gas Docket<sup>1</sup>. This would include any support needed in directly representing Councilors who are on the Stakeholder Committee in that Docket, as well as continued

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<sup>1</sup> The C-Team has been supporting this work in 2023, however this workstream was unknown at the time that the 2023 SOW was developed.

support in any meetings related to the Technical Working Group that is supporting the modeling efforts included in this Docket.

### Task 3.2 – Develop and Review Technical Materials

To support the Council in development and review of technical materials related to the 2025 EE Plan, the C-Team proposes five key work streams. First, in accordance with LCP Standards, the C-Team will conduct a detailed analysis on the proposed 2025 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. Second, the C-Team will prepare a report that documents the Council’s reasons for not endorsing the 2025 EE Plan (if necessary), and will submit comments on behalf of the Council to the PUC for its consideration during plan proceedings. Third, the C-Team will assist the Council in preparing, submitting, and updating as necessary, its budget proposal for 2025 to the Company for inclusion in its 2025 EE Plan filing. The C-Team will also provide testimony to the PUC on behalf of the Council which documents and justifies its budget proposal. 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.

The C-Team will also prepare and/or review technical materials on the Council’s behalf related to the other dockets anticipated to occur in 2024, including Future of Gas and Efficiency Implementation. The C-Team will also be prepared to prepare materials and/or participate in meetings with stakeholders related to potential future updates to the LCP Standards, such as work that might inform shifting from binding annual plans to binding three-year plans.

### 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, up to twelve meetings of the EERMC’s Education 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 on developing the agenda to identify what materials may be needed to support Councilors’ engagement with and understanding of meeting content, or to ensure the Council’s legislated objectives are met. In response to Councilor feedback received at the 2023 Fall LEAD Session, the C-Team will also support OER in the development of a “month-ahead” draft agenda for the following month’s Council meeting. This will help ensure Councilors and Stakeholders alike have a clearer picture of what to expect beyond just the upcoming meeting. 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. In order to assist the Council's ability to digest the many materials and decisions it may need to make on a month-to-month basis, the C-Team proposes to develop a short briefing material that will follow a similar format to the meeting agenda and will highlight key considerations for each item for the Council.

### **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 the Company 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 legislation<sup>2</sup>, 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 the Company 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 including workforce development, heating decarbonization, equity in efficiency programs, Non-Wires and Non-Pipes Alternatives, 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 also proposes to support the Council in all matters related to OER's ongoing work issuing an RFP for, and potentially selecting a vendor for the administration of ratepayer funded energy efficiency programs in Rhode Island. More specifically, the C-Team proposes to coordinate with OER regarding evaluation of proposals received, representing the Council at any relevant PUC proceedings, and onboarding (as needed) a potentially new program administrator. The C-Team proposes to work with OER on behalf of and with Council input given the EERMC's legislative requirement to coordinate with OER on this matter.

Council leadership 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 groups<sup>3</sup>, as directed. When requested or necessary, the C-Team will work to ensure that briefings are conducted as efficiently as possible

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

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



and are focused on the Council’s core deliverables. Additionally, the C-Team acknowledges the Council’s potential interest in a set of standardized “office hours” for pre-Council meeting briefings that was communicated at its 2023 Fall LEAD Session. The C-Team proposes to work with individual Councilors, or the Council as a whole, in the first quarter of 2024 to better understand how we might support this interest and what structure it should take.

Given that there is the potential for vacant seats on the Council to be filled in 2024, the C-Team also proposes to meet with, educate, and orient new Councilor(s) to cover roles, responsibilities, and evolving efficiency issues.

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 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:** C-Team assistance to OER in maintaining the Council’s website on an as-needed basis.
- **Quarterly Preview Reports:** Develop and provide the Council with quarterly written reports covering deliverables, activities, and events expected in the upcoming quarter.
- **Quarterly C-Team Budget Summary:** Develop and provide the Council with a summary of year-to-date hours and spending compared to planned budgets (see budget table below).

### **Task 7 – EERMC Intern**

The C-Team proposes to engage an intern for the calendar year 2024 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 2024, the C-Team has identified a candidate through the URI Energy Fellows Program and awaits formal scope of work and budget approval before moving forward.

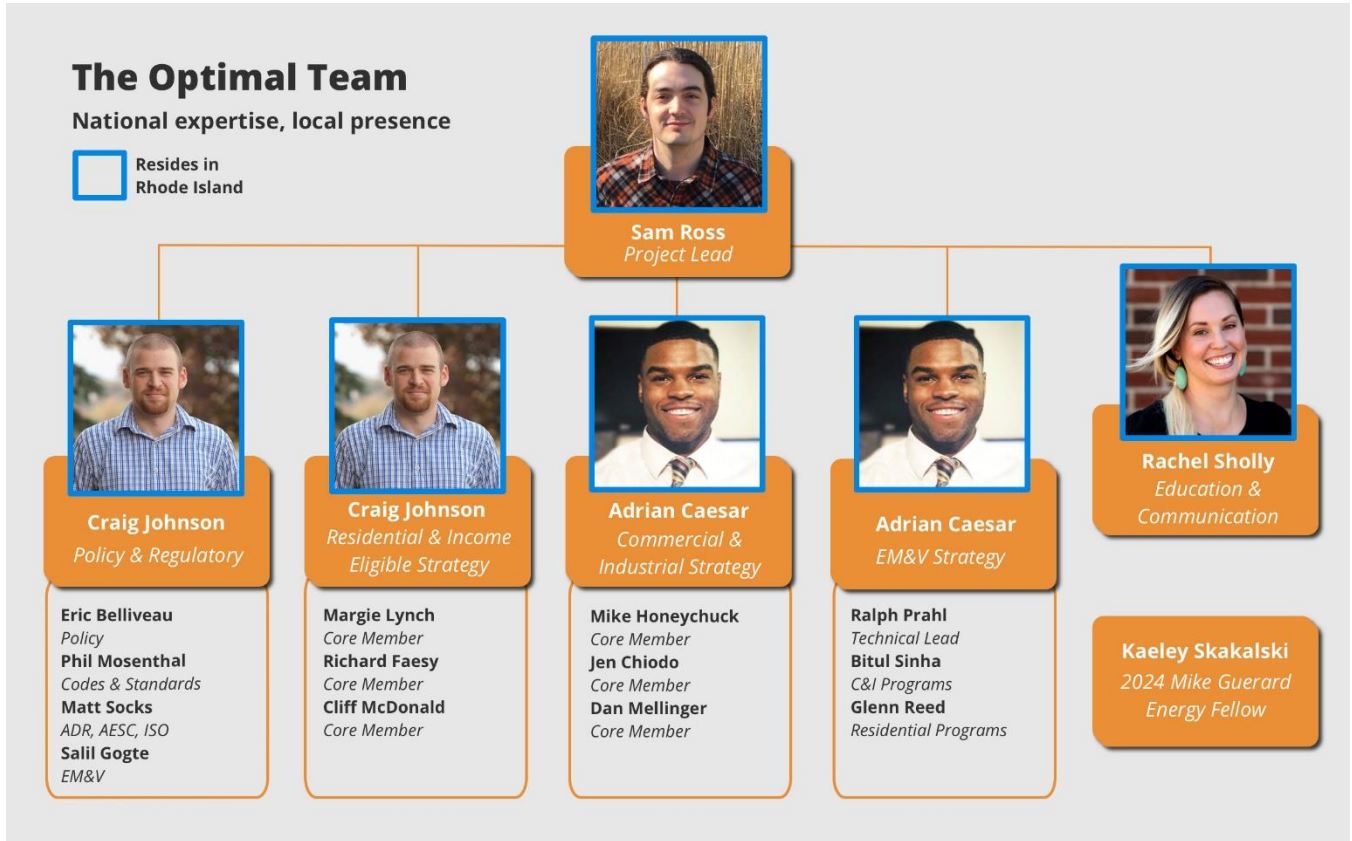
## **III. Staffing and Budget**

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

### **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 addressed<sup>4</sup>. 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 2023 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 Agreement<sup>5</sup>.

Staff Title	Billing Rate (\$/hour)
Project Manager	\$214
Senior Director/CEO	\$229
Senior Advisor	\$229
Senior Consultant I	\$214
Consultant I	\$201

<sup>4</sup> 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.

<sup>5</sup> The C-Team has adjusted these rates in the 2024 SOW to account for inflation for all billing categories except interns, which effectively maintains a constant valuation of team members' time.

Senior Engineer	\$173
Senior Associate	\$173
Independent Consultant	\$167
Associate	\$146
Administrative Rate <sup>6</sup>	\$86
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	Senior Director	\$229
	Eric Belliveau	Senior Advisor	\$229
	Phil Mosenthal	Senior Advisor	\$229
	Matt Socks	Senior Director	\$229
	Gretchen Calcagni	Senior Director	\$229
	Cliff McDonald	Senior Consultant I	\$214
	Douglas Gilman	Senior Consultant I	\$214
	Craig Johnson	Senior Consultant I	\$214
	Adrian Caesar	Consultant I	\$201
	Griffith Keating	Consultant I	\$201
	Sara Sultan	Senior Associate	\$173
	Samartha Mohan	Senior Associate	\$173
Kaeley Skakalski	Intern	\$35	
Energy Futures Group	Richard Faesy	Senior Consultant I	\$214
	Dan Mellinger	Senior Consultant I	\$214
	David Hill	Senior Consultant I	\$214
EcoMetric Consulting	Salil Gogte	CEO	\$229
	Mike Huneychuck	Senior Consultant I	\$214
	Corey Read	Senior Consultant I	\$214
	Kyle McKenna	Senior Consultant I	\$214
	Jake Fuller	Senior Consultant I	\$214
	Bitul Sinha	Senior Engineer	\$173
	Mary George	Associate	\$146
JLC Consulting	Jen Chiodo	Senior Consultant I	\$214

<sup>6</sup> 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.

<sup>6</sup> 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.

GDR Consulting	Glenn Reed	Senior Consultant I	\$214
Core Energy Insights	Margie Lynch	Consultant I	\$201
Independent	Ralph Prah	Senior Consultant I	\$214
Independent	Rachel Sholly	Independent Consultant	\$167

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 \$817,025<sup>7</sup>. 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
<b>Task 1: Energy Efficiency Program Planning and Implementation Oversight</b>	<b>2,319</b>	<b>\$ 436,450</b>
<i>Task 1.1: Council Representation</i>	95	\$ 20,200
<i>Task 1.2: Implementation Oversight and Plan Development</i>	1,894	\$ 350,350
<i>Task 1.3: Education Initiatives</i>	329	\$ 65,899
<b>Task 2: System Reliability Procurement</b>	<b>30</b>	<b>\$ 6,658</b>
<i>Task 2.1: Council Representation</i>	12	\$ 2,653
<i>Task 2.2: Plan Development and Oversight</i>	18	\$ 4,005
<b>Task 3: Regulatory Proceedings</b>	<b>403</b>	<b>\$ 77,487</b>
<i>Task 3.1: Council Representation</i>	107	\$ 22,101
<i>Task 3.2: Develop Technical Materials</i>	296	\$ 55,386
<b>Task 4: Council Sponsored Meetings and Materials</b>	<b>639</b>	<b>\$ 143,847</b>
<i>Task 4.1: Meeting Attendance</i>	118	\$ 21,733
<i>Task 4.2: Develop Technical Materials</i>	388	\$ 70,921
<i>Task 4.3: Other Council Responsibilities</i>	134	\$ 26,178
<b>Task 5: Research, Analysis, and Other Council Support</b>	<b>709</b>	<b>\$ 143,847</b>
<b>Task 6: Administrative</b>	<b>44</b>	<b>\$ 3,751</b>
<b>Task 7: EERMC Intern</b>	<b>600</b>	<b>\$ 30,000</b>
<b>Total</b>	<b>4,744</b>	<b>\$ 817,025</b>

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

<sup>7</sup> 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.