



DESAUTEL LAW

Marisa A. Desautel  
[marisa@desautelesq.com](mailto:marisa@desautelesq.com)  
401.477.0023

January 6, 2022

VIA ELECTRONIC MAIL & USPS

Luly Massaro, Commission Clerk  
Rhode Island Public Utilities Commission  
89 Jefferson Boulevard  
Warwick, RI 02888

RE: Docket 5189 – The Narragansett Electric Company d/b/a National Grid Annual  
Energy Efficiency Plan for 2022

Dear Ms. Massaro:

Enclosed herewith for filing please find an original and nine (9) copies of the following document:

1. Energy Efficiency Resource Management Council's Responses to the Public Utilities Commission Fourth Set of Data Requests Issued December 23, 2021.

Please be advised that an electronic copy of this document has been sent to the Service List Updated 12/15/2021. Thank you for your attention to this matter.

Sincerely,

Marisa A. Desautel, Esq.  
Enclosures

cc: Service List

**Docket No. 5189 - National Grid – 2022 Annual Energy Efficiency Program  
Service list updated 12/15/2021**

<b>Name /Address</b>	<b>E-mail Distribution List</b>	<b>Phone</b>
<b>National Grid</b> Andrew Marcaccio, Esq. National Grid 280 Melrose St. Providence, RI 02907  Leticia Pimentel, Esq. Robinson & Cole LLP One Financial Plaza, 14th Floor Providence, RI 02903	<a href="mailto:Andrew.Marcaccio@nationalgrid.com">Andrew.Marcaccio@nationalgrid.com;</a>	401-784-4263
	<a href="mailto:Jennifer.Hutchinson@nationalgrid.com">Jennifer.Hutchinson@nationalgrid.com;</a>	
	<a href="mailto:Joanne.scanlon@nationalgrid.com">Joanne.scanlon@nationalgrid.com;</a>	
	<a href="mailto:Celia.obrien@nationalgrid.com">Celia.obrien@nationalgrid.com;</a>	
	<a href="mailto:Matthew.Chase@nationalgrid.com">Matthew.Chase@nationalgrid.com;</a>	
	<a href="mailto:Timothy.Roughan@nationalgrid.com">Timothy.Roughan@nationalgrid.com;</a>	
	<a href="mailto:John.Tortorella@nationalgrid.com">John.Tortorella@nationalgrid.com;</a>	
	<a href="mailto:Christopher.Porter@nationalgrid.com">Christopher.Porter@nationalgrid.com;</a>	
	<a href="mailto:BENJAMIN.RIVERS@nationalgrid.com">BENJAMIN.RIVERS@nationalgrid.com;</a>	
	<a href="mailto:John.Richards@nationalgrid.com">John.Richards@nationalgrid.com;</a>	
	<a href="mailto:angela.li@nationalgrid.com">angela.li@nationalgrid.com;</a>	
	<a href="mailto:Jessica.Darling@nationalgrid.com">Jessica.Darling@nationalgrid.com;</a>	
	<a href="mailto:Matthew.Ray2@nationalgrid.com">Matthew.Ray2@nationalgrid.com;</a>	
	<a href="mailto:Joshua.Kessler@nationalgrid.com">Joshua.Kessler@nationalgrid.com;</a>	
<a href="mailto:LPimentel@rc.com">LPimentel@rc.com;</a>		
<a href="mailto:hseddon@rc.com">hseddon@rc.com;</a>		
<b>Division of Public Utilities and Carriers</b> Margaret L. Hogan, Esq.	<a href="mailto:Margaret.L.Hogan@dpuc.ri.gov">Margaret.L.Hogan@dpuc.ri.gov;</a>	401-780-2120
	<a href="mailto:Jon.hagopian@dpuc.ri.gov">Jon.hagopian@dpuc.ri.gov;</a>	
	<a href="mailto:john.bell@dpuc.ri.gov">john.bell@dpuc.ri.gov;</a>	
	<a href="mailto:Joel.munoz@dpuc.ri.gov">Joel.munoz@dpuc.ri.gov;</a>	
Tim Woolf Jennifer Kallay Synapse Energy Economics 22 Pearl Street Cambridge, MA 02139	<a href="mailto:twoolf@synapse-energy.com">twoolf@synapse-energy.com;</a>	
	<a href="mailto:jkallay@synapse-energy.com">jkallay@synapse-energy.com;</a>	
<b>RI EERMC</b> Marisa Desautel, Esq. Office of Marisa Desautel, LLC 55 Pine St. Providence, RI 02903  Mike Guerard, Optimal Energy	<a href="mailto:marisa@desautelesq.com">marisa@desautelesq.com;</a>	401-477-0023
	<a href="mailto:mdewev@desautelesq.com">mdewev@desautelesq.com;</a>	
	<a href="mailto:guerard@optenergy.com">guerard@optenergy.com;</a>	
	<a href="mailto:ross@optenergy.com">ross@optenergy.com;</a>	
<b>Acadia Center</b> Hank Webster, Director & Staff Atty.	<a href="mailto:HWebster@acadiacenter.org">HWebster@acadiacenter.org;</a>	401-276-0600 x402
<b>Office of Energy Resources (OER)</b> Albert Vitali, Esq. Dept. of Administration Division of Legal Services One Capitol Hill, 4 <sup>th</sup> Floor Providence, RI 02908	<a href="mailto:Albert.Vitali@doa.ri.gov">Albert.Vitali@doa.ri.gov;</a>	401-222-8880
	<a href="mailto:Nancy.Russolino@doa.ri.gov">Nancy.Russolino@doa.ri.gov;</a>	
	<a href="mailto:Christopher.Kearns@energy.ri.gov">Christopher.Kearns@energy.ri.gov;</a>	
	<a href="mailto:Nicholas.Ucci@energy.ri.gov">Nicholas.Ucci@energy.ri.gov;</a>	
	<a href="mailto:Becca.Trietch@energy.ri.gov">Becca.Trietch@energy.ri.gov;</a>	

Nick Ucci, Commissioner	<a href="mailto:Carrie.Gill@energy.ri.gov">Carrie.Gill@energy.ri.gov</a> ; <a href="mailto:Anika.Kreckel.CTR@energy.ri.gov">Anika.Kreckel.CTR@energy.ri.gov</a> ; <a href="mailto:Nathan.Cleveland@energy.ri.gov">Nathan.Cleveland@energy.ri.gov</a> ;	
<b>Original &amp; 9 copies file w/:</b> Luly E. Massaro, Commission Clerk John Harrington, Commission Counsel Public Utilities Commission 89 Jefferson Blvd. Warwick, RI 02888	<a href="mailto:Luly.massaro@puc.ri.gov">Luly.massaro@puc.ri.gov</a> ; <a href="mailto:John.Harrington@puc.ri.gov">John.Harrington@puc.ri.gov</a> ; <a href="mailto:Alan.nault@puc.ri.gov">Alan.nault@puc.ri.gov</a> ; <a href="mailto:Todd.bianco@puc.ri.gov">Todd.bianco@puc.ri.gov</a> ; <a href="mailto:Emma.Rodvien@puc.ri.gov">Emma.Rodvien@puc.ri.gov</a> ;	401-780-2107
<b>Interested Party/Individual</b>		
Frederick Sneesby Dept. of Human Services	<a href="mailto:Frederick.sneesby@dhs.ri.gov">Frederick.sneesby@dhs.ri.gov</a> ;	
Chris Vitale, Esq., RI Infrastructure Bank	<a href="mailto:cvitale@hvlawltd.com">cvitale@hvlawltd.com</a> ; <a href="mailto:USatine@riib.org">USatine@riib.org</a> ;	
Ronald Reybitz Stephen Breininger PPL Electric Utilities	<a href="mailto:rjreybitz@pplweb.com">rjreybitz@pplweb.com</a> ; <a href="mailto:skbreininger@pplweb.com">skbreininger@pplweb.com</a> ;	
Green Energy Consumers Alliance Larry Chretien, Executive Director Kai Salem	<a href="mailto:Larry@massenergy.org">Larry@massenergy.org</a> ; <a href="mailto:kai@greenenergyconsumers.org">kai@greenenergyconsumers.org</a> ; <a href="mailto:priscilla@greenenergyconsumers.org">priscilla@greenenergyconsumers.org</a> ;	

**STATE OF RHODE ISLAND  
PUBLIC UTILITIES COMMISSION**

<b>IN RE: THE NARRAGANSETT</b>	:	
<b>ELECTRIC COMPANY 2022 ANNUAL</b>	:	<b>DOCKET NO. 5189</b>
<b>ENERGY EFFICIENCY PLAN</b>	:	

PUBLIC UTILITIES COMMISSION'S  
FOURTH SET OF DATA REQUESTS DIRECTED TO ENERGY EFFICIENCY RESOURCE  
MANAGEMENT COUNCIL  
(Issued December 23, 2021)  
(Response due January 6, 2022)

- 4-1. Please provide a copy of all contracts between the EERMC and Optimal Energy that were or are applicable for the years 2020, 2021, and 2022.

Objection. The PUC's Rules of Practice and Procedure allow for all discovery that is "reasonably relevant" to the proceeding (Rule 1.19). EERMC objects to PUC 4-1 on the grounds that this request is not reasonably relevant to the scope of the subject proceeding. Notwithstanding that objection, the EERMC provides the following response:

All responsive documents are attached.



## **CONSULTING SERVICES AGREEMENT**

This RHODE ISLAND POLICY AND PROGRAM CONSULTING AGREEMENT ("Agreement") is executed by and between Optimal Energy, Inc. with a main office in Hinesburg, Vermont ("Optimal"), the Rhode Island Office of Energy Resources, an agency created by R.I. Gen. Laws §42-140-2, and the Rhode Island Energy Efficiency and Resource Management Council ("EERMC"), a council created by R.I. Gen. Laws §42-140.1-3, for consulting services to be provided by Optimal for the benefit of the EERMC and for the EERMC's payment therefor.

WHEREAS, pursuant to R.I. Gen. Laws §42-140.1-6(b), EERMC is authorized "to engage consultants and professional services as necessary and appropriate to fulfill its purposes;"

WHEREAS, on August 31, 2017, the EERMC issued request for proposals #2017-01 entitled "Public Education in Energy Issues Including Efficiency, Conservation, and Resource Diversification and Management" (the "RFP") to solicit proposals from qualified offerors to conduct public energy education in Rhode Island;

WHEREAS, EERMC selected Optimal as the successful bidder for the RFP on November 16, 2017;

WHEREAS, EERMC voted to approve a Scope of Work prepared by Optimal on January 18, 2018, which Scope of Work is attached hereto, and;

NOW THEREFORE, in consideration of the foregoing recitals and the covenants contained herein, the EERMC and Optimal hereby agree as follows:

### **ARTICLE 1 – SCOPE OF SERVICES**

Optimal hereby agrees to provide all materials, equipment, apparatus, tools, labor, services and facilities and everything incidental, requisite and proper to perform the activities and obligations as described in the attached Scope of Work.

### **ARTICLE 2 – SCHEDULE**

Any work to be performed under this Agreement shall be commenced on the date specified in the attached Scope of Work, and shall be completed in accordance with the schedule specified in the attached Scope of Work. Optimal shall prepare and provide updated schedules as requested by the EERMC.



### ARTICLE 3 – CONTRACT PRICE

The contract price for the work shall be as specified in the attached Scope of Work. The contract price shall be all-inclusive for the work required by the relevant project cost and schedule in accordance with the Scope of Work.

Pricing shall be firm through December 31, 2018 (“Term”). The EERMC reserves the right to renegotiate pricing if there is a significant change in program activity. Any new pricing will be negotiated and mutually agreed to by the parties. This Agreement must then be modified in writing accordingly.

### ARTICLE 4 – PAYMENTS

Optimal shall submit invoices for work completed during monthly billing periods or in accordance with the payment milestones otherwise stipulated in the attached Scope of Services. All invoices shall be submitted to OER and payments made in accordance with and subject to OER review.

### ARTICLE 5 – NOTICES

Notices required or permitted under this Agreement shall be addressed to:

Optimal: Mike Guerard, Managing Consultant  
Optimal Energy, Inc., 460 Harris Avenue, Unit 101, Providence, RI 02909  
(401) 378-7422 (mobile) (802) 482-5616

EERMC: Becca Trietch, Chief, Program Development  
Rhode Island Office of Energy Resources, One Capitol Hill, 4th Floor  
Providence, RI 02908  
(401) 574-9106

### ARTICLE 6 – ENTIRE AGREEMENT

This Agreement, including attachments, constitutes the entire Agreement between the EERMC and Optimal, with respect to the services specified, and all previous representations relative thereto, either written or oral, are hereby annulled and superseded. No modification of any of the provisions of this Agreement shall be binding unless in writing and signed by a duly authorized representative of each party hereto.



ARTICLE 7 - JURISDICTION AND VENUE

This Agreement shall be exclusively governed by and construed in accordance with the laws of the State of Rhode Island. If either party to this Agreement brings against the other party any proceeding arising out of this Agreement, that party shall bring that proceeding only in the United States District Court for the District of Rhode Island or, only if there is no federal subject matter jurisdiction, in any Rhode Island Superior Court, and each party hereby submits to the exclusive jurisdiction of those courts for purposes of any such proceeding. Optimal hereby consents to personal jurisdiction under the terms of this Paragraph for resolution of any dispute arising hereunder.

ARTICLE 8 - INDEMNIFICATION

The Parties shall be solely responsible for the payment of all their employees, agents, servants, and independent contractors, in furtherance of this Agreement. Optimal hereby agrees to indemnify and hold EERMC harmless from and against any and all claims, damages, penalties, or expenses, including attorneys' fees, incurred on account of any claim made by any employee, agent, servant, or independent contractor of Optimal with respect to services provided or work performed in connection with this Agreement.

IN WITNESS WHEREOF, each party hereto has caused this Agreement to be executed by its duly authorized representative on the day and year set forth below.

RI ENERGY AND EFFICIENCY & RESOURCE  
MANAGEMENT COUNCIL

OPTIMAL ENERGY, INC.

By: [Signature]

Title: Chairman, EERMC

Date: March 6, 2018

By: [Signature]

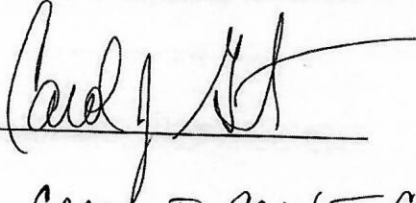
Title: V. Eve Sade, et

Date: March 3, 2018



STATE OF RHODE ISLAND  
ENERGY EFFICIENCY &  
RESOURCE MANAGEMENT COUNCIL

RI OFFICE OF ENERGY RESOURCES

By: 

Title: CAROL J. GRANT, COMMISSIONER

Date: March 5, 2018



## EERMC CONSULTANT TEAM

# Memorandum

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To: Energy Efficiency & Resource Management Council  
From: Mike Guerard, Optimal Energy  
Date: January 15, 2017  
Subject: Updated draft of 2018 Proposed Scope of Work

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## I. Background

Optimal Energy, Inc. (Optimal) 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) with high quality policy and program consultant services. Based on our recent proposal, the C-Team provides the following proposed Scope of Work (SOW) for its services to the EERMC in 2018. As we responded to the Request for Proposal, our approach to the requested tasks was to organize them into three major work areas:

- EERMC oversight (day-to-day activities)
- Cyclical planning and reporting activities
- Policy and strategy

Collectively, these work areas address the varied roles that the C-Team plays over the course of the year as part of the three year planning and implementation cycle to support the EERMC and the Office of Energy Resources (OER). This scope of work emphasizes new approaches, new individuals, and new challenges for 2018, and sets the stage for 2019 and 2020.

Our management approach to the work will provide the EERMC with a small group of trusted advisors who develop and maintain close working relationships with Council Members and key stakeholders. The team will be led by Mike Guerard from Optimal Energy. He is based in Optimal's Providence office along with four additional Optimal staff assigned to this project, as well as being the base for our intern(s). To meet the requirements of the work, we have organized our work in three primary concentrations:

- Our Program Strategy and Innovation team will provide day-to-day oversight of LCP and system reliability programs and help National Grid identify innovative strategies to position programs for long-term success.
- The Policy and Regulatory team will supply the EERMC and other stakeholders with a sharp, consistent perspective on all energy issues that interface with LCP and the EERMC's charge, while listening carefully to input from all parties.
- The Evaluation, Measurement & Verification (EM&V), Education, and Stakeholder Coordination team will support critical EM&V efforts that validate savings and help to continually improve program delivery, and will also provide Councilor, stakeholder, and public education on the process and value of LCP.

In each of the three work areas below, our scope is keyed to a short paraphrasing of the many aspects of this contract spelled out in the RFP. The full task descriptions appear in the detailed budget table in Section III.

## EERMC CONSULTANT TEAM

### **Work Area 1 - EERMC oversight; day-to-day activities**

Our first work area consists of the many related and integrated tasks that are necessary to maintain a consistent and efficient flow of information to and decisive action from the EERMC.

#### **Enhance EERMC member interpretation and understanding...**

#### **Document and/or conduct research and analysis, and create recommendations...**

#### **Fully participate in the development of EERMC priorities...**

Educating Council members ties directly to the task of developing EERMC priorities. We believe that an essential role of the Optimal Team is to ensure that individual EERMC members feel supported and empowered to provide strong energy efficiency leadership and, as a collective body, to serve as stewards of Rhode Island's LCP law. The Optimal Team will work continuously to advance the EERMC's knowledge of the LCP standards and EERMC responsibilities, energy efficiency (EE) technologies and programs, and key energy policy issues affecting the State through three distinct activities:

- Organizing the annual retreat, building on the success of the 2016 and 2017 retreats
- Further developing EERMC educational tools, including an EERMC educational handbook, video tutorials, webinars, and field trips
- Delivering presentations in EERMC meetings tailored to address Council members' information needs on relevant topics.

We are also excited to support OER's efforts to educate Rhode Islanders on the benefits of clean energy. The Optimal Team will continue to offer *ad hoc* email, phone, or in-person communications to support individual Council members.

#### **Actively participate and provide expertise in meetings...**

The C-Team will provide in-person representation by at least one member of the core leadership group at all key meetings with the EERMC, EERMC Executive Committee, OER, Division, PUC, and Demand Collaborative. We expect that, as in the past, most months will see us distributing or presenting information to support discussions on relevant topics. We will also participate in preparatory and debrief sessions with other participants and provide input that is representative of the EERMC's priorities. We estimate that approximately 50 meetings each year will need in-person support.

#### **Assume responsibility for managing additional consultants...**

Given there is the potential of only one confirmed subcontractor to oversee (Dunsky Energy Consulting as Finance Expert through March 30, 2018), we allocated only 6 hours to this task. If this service is required to a more significant degree, one of the core leadership group will be available for supplemental requests to coordinate activities related to the tasks, including monitoring deadlines, deliverables, and budget.

#### **Assist with oversight of National Grid's investment of ratepayer funds...**

#### **Verify that energy efficiency program design and implementation are delivering excellent service...**

#### **Advocate for program design and delivery improvements...**

#### **Monitor, facilitate, and report on implementation and progress towards goals...**

To maximize benefits to ratepayers, the Optimal Team works on behalf of the EERMC to oversee EE and SRP activities. We manage monthly residential, C&I, and EM&V team strategy and best practice meetings that include OER and

## EERMC CONSULTANT TEAM

National Grid staff. We hold programs accountable by reviewing monthly data and quarterly reports to monitor progress towards program and savings goals. When we recognize potential underperformance, we disclose it at Council meetings or in memoranda and work closely with National Grid to better understand its nature and cause.

We will continue our efforts in 2018 to properly calibrate the number of consultant participants in the residential and C&I sector teams to a consultant team lead and two sector experts. This group offers substantive input with the team lead coordinating cross-cutting activities and issues. Second, we will prioritize actionable conversations and use our ongoing review of National Grid plans and monthly and quarterly reports to identify key program challenges, such as the impact of rapid residential lighting market transformation on the EnergyWise and Retail Lighting programs, as well as opportunities to improve program savings through new program models and emerging technologies. As needed, we can draw on our deep “bench” of subject matter experts for content-specific conversations designed to inform and support National Grid.

**Provide independent assessment of utility data reports and information...**

**Advocate for excellent data reporting...**

**Work with National Grid to receive more comprehensive and timely exchanges of relevant data...**

To establish achievable savings targets and reach consensus on annual and three-year plan outcomes, a data-driven, fact-based approach is required. Data are also a vital element in the Optimal Team’s oversight of program implementation and tracking progress towards goals. To that end, we propose to start the year with a full review of current datasets, identify additional needs, and engage in discussions with National Grid on supporting data access and sharing. A key part of the process will be seeking input from Councilors to confirm that their individual needs are met relative to their broader role as well as for their specific constituencies.

**Apprise the EERMC of developments in other jurisdictions...**

We will leverage our team’s many engagements in other jurisdictions, including many of the leading states, to facilitate rapid and thorough information-sharing of best practices and “lessons learned.” We expect to bring forward timely and valuable information to support Rhode Island objectives with minimal additional effort.

**Work to ensure that all programs are effectively coordinated and integrated with other state clean energy initiatives...**

We will collaborate with the EERMC, Collaborative, OER, Rhode Island Infrastructure Bank (RIIB), and other stakeholders to address key topics as they arise. In recent months, such topics have included legislative action to cap the budget for efficiency programs, the PST process convened by OER and the Division, and coordination with RIIB on new financing mechanisms. Coordination across State energy initiatives will be supported by new team-member Rachel Sholly, who successfully identified creative funding and partnership opportunities while directing the URI Outreach Center.

### **Work Area 2 - Cyclical planning and reporting activities**

Our second work area is focused on the annual and three-year planning and reporting cycles that form the basis for EE and SRP goals, program design, budgets, and National Grid’s performance incentives. We understand the cyclical nature of these activities; our scope and budget reflects the fact that no direct activities related to three-year planning will occur in 2018.

## EERMC CONSULTANT TEAM

### **Support the development of Annual Report to the General Assembly**

We anticipate that OER will lead this process again and are prepared to provide input and editing, primarily in sections related to EERMC-recommended policies and strategic directions for the future. We will develop a range of options for EERMC review and discussion, and then provide content for the report to accurately reflect EERMC positions.

### **Represent the EERMC's priorities in the development of annual and triennial energy efficiency and system reliability plans.**

The EERMC's responsibilities for annual and triennial planning are established in the LCP Standards. In 2018, we will work closely with OER and National Grid to lay the groundwork for the next three-year planning cycle by identifying ways to improve this process. We will explore whether it may be possible to reduce effort on the three-year plan by focusing on qualitative content instead of establishing savings targets and budgets that are only illustrative. We are also working with OER and National Grid to identify enhancements to the annual planning process, to ensure that the EERMC and other stakeholders have the opportunity to provide meaningful and timely input.

During the annual planning cycle, the C-Team will work on behalf of the EERMC to ensure that National Grid is capturing all cost-effective energy savings, comprehensively serving all customer segments, and innovating to address emerging opportunities and policy priorities.

### **Conduct a detailed review and report on the cost-effectiveness of efficiency plans...**

In 2018 we will continue to invest substantial effort on behalf of the EERMC in coordinating with National Grid on the annual planning effort. We will use rigorous analysis and seek robust consensus in doing so. Our goal is to have the 2019 Annual Plan approved by the EERMC and recommended to the PUC, who in turn will provide final approval of the annual plan. This task involves detailed review of the Technical Reference Manual and the Benefit/Cost Models. We then work with EERMC legal counsel to complete the submittal of the report within required deadlines.

## **Work Area 3 - Policy and strategy**

Our third work area is broadly defined to cover all EERMC activities and needs related to policy and strategy decisions. We expect that much of our work here will address the following issues: revising the performance incentive framework for EE programs to better align with the activities and outcomes of the PST proceeding and the National Grid rate case; strengthening focus on integrating electric, gas, and delivered fuels EE; leveraging EE capabilities to advance renewables integration and load management efforts; developing a sustainable program and funding model for delivered fuel and moderate income customers; and creating a regulatory and program framework to support strategic electrification.

### **Develop and review policies on a range of issues germane to the EERMC's duties...**

#### **Evaluate the impacts of past and potential legislation and/or PUC directives...**

#### **Provide technical support relevant to state and regional policies...**

We see a need for both the strategic and operational level guidance we describe in Work Area 1 and a longer-term, "big-picture" view of policy issues and priorities. The targets for 2019 include a presumption of significant savings from innovative programs and technologies that are not yet defined. A key element to help realize these savings will be policy considerations, such as establishing appropriate guidelines to shape strategic electrification (including the potential impact on gas utilities) and increase the availability of financing. At a broader level, continuing to support Rhode Island's

## EERMC CONSULTANT TEAM

modernization of the grid via the PST initiative will be critical to align planning on EE and demand management. Our team will build on involvement in SIRI and Docket 4600 and continue to provide key expertise on SRP and distribution system issues going forward. Our local team members are poised to support the General Assembly and executive branch in interactions with the many entities involved in Rhode Island energy policy.

### **Develop work products for relevant PUC dockets...**

Testimony before the PUC is an important component of supporting the EERMC and its recommendations, including National Grid's 2019 annual plan filing later in 2018. We understand that—unlike whitepapers or internal memos—testimony must provide a clear and direct statement about analyses and policies rather than a detailed and nuanced consideration of all factors. We expect that Jeffrey Loiter will be the expert witness in most proceedings, and will provide unambiguous, robust, and documented arguments on behalf of the EERMC.

### **Represent the priorities of the EERMC in stakeholder fora...**

The Optimal Team will advance the EERMC's priorities with all of the stakeholders engaged with the Council, and will collaborate with OER on strategies to expand efficiency services to income-eligible and delivered fuel customers, as well as other market sectors that have been traditionally underserved.

### **Identify innovative approaches and improvements to program delivery...**

#### **Research and support planning initiatives on broader energy issues...**

The 2018 to 2020 period is a crucial timeframe to position Rhode Island's LCP framework and efficiency programs for the future. Therefore, we have begun working with National Grid to establish a more rigorous process to develop and review pilots and demonstration projects. National Grid has provided a schedule of planned pilot activities, and the Optimal Team will incorporate opportunities to provide input on pilot plans and review results into the scheduled sector team meetings.

More so than in Work Areas 1 and 2, success in the areas of policy and strategy will require collaboration and cooperation with other entities, with both state government (e.g., OER and the Division) and external stakeholders. Innovation in policies and programs will be an important part of realizing the potential benefits of integrating different energy sector activities and leveraging the capabilities developed by the EE programs to serve a broader range of DERs, including combined heat and power, demand response (DR), and distributed generation (DG). In the area of demand response, we believe there is a substantial opportunity to explore how new demand management technologies and program strategies (e.g., integrated demand-side management systems with HVAC, lighting system controls, and training and organizational strategies) can be more cost-effective when combined with EE. We will also explore how to use open communication standards to lower the cost of DR. And in the rapidly evolving DG area, we are carefully monitoring both technology developments (e.g., storage) and new policy arrangements (e.g., New York State's REV initiative).

### **Document research and recommendations in the most appropriate format...**

When the EERMC needs guidance, we will guide them in defining the question it needs answered, answer it efficiently, and communicate the results effectively. By clearly stating expectations, producing interim deliverables, and clearly defining the audience, we have reduced the effort and turn-around time to complete high-quality deliverables.

## EERMC CONSULTANT TEAM

### **Provide direct support to OER on renewable integration...**

For ongoing projects and new initiatives, the Optimal Team is prepared to continue providing support in this area via analysis, research and engagement with working groups, as needed.

### **Provide direct support to OER...and relevant specialized expertise to assist OER...**

The Optimal Team has demonstrated our readiness to address any issues or needs brought to us by the EERMC. If requested, we will work with the EERMC to define the scope and objectives of any additional work requested.

### **Provide any additional work on special projects...**

To support budgeting of only required items, we noted in our bid that only expected project areas with tasks that can be reasonably estimated were included, and as such this task was left without any assumed budget. Please see the following section on proposed optional items that are examples of issues that have recently evolved that warrant consideration of additional funding.

### **Optional Tasks**

As we noted in our bid proposal, our experience in this role enables us to provide the EERMC with all of the core responsibilities and tasks requested of its consultant. We will continue to seek opportunities to streamline processes, with the goal of ensuring that all consultant effort and activities are adding value. Furthermore, we noted that the comprehensive scope in the RFP included a fair number of tasks that were at least partially unknown or variable in the level of effort needed. Accordingly, our cost proposal was based on meeting all of the core requirements of the RFP and did not include unnecessary budget for effort substantially beyond that which has typically been required. If we assumed maximum for all tasks, the required commitment for the consultant budget may have resulted in a commitment of funds ultimately not needed. The proposed core budget of \$615,000 is approximately two-thirds of the 2017 budget. Since submitting our bid, a few areas have developed that may require additional support to the EERMC; we are offering these additional services as an option now. And although there are some other areas we feel have the potential to expand, it is premature to estimate the scale of those efforts. They are included in the following list:

#### **Innovation and 2019 target true-up**

As noted in Work Area 2, we will work with National Grid at levels consistent with past efforts, largely in the forums of the monthly sector check-ins and Collaborative meetings. However, given the expected need to fully vet innovative opportunities tied to seeking to maximize the 25,000 MWh "innovation" line item in the 2019 targets, additional efforts will likely be required. Although the possibility of a significant allocation of 2017 funding to conduct a "potential study" aimed at recalibrating the 2019 targets was deemed premature and unnecessary, another process is required to identify innovation savings. The C-Team proposes to coordinate with National Grid and stakeholders to revisit the "bottom-up" planning approach used to develop the three-year targets, and to closely review and analyze the pending finalization of potential studies being conducted in Massachusetts. Optimal team members are already closely engaged with the utilities conducting this work in Massachusetts in our roles as the C-Team there, and will be able to leverage these analyses. Additionally, supplemental funding will allow the C-Team to access more of its deep bench of team members who are already engaged in research and pilots of cutting-edge systems, equipment, and program designs in multiple jurisdictions nationally to identify innovative technologies and program models for consideration in Rhode Island.

## EERMC CONSULTANT TEAM

We estimate that efforts to revisit and redo the bottom-up target approach, collaborate extensively with National Grid to vet innovation ideas, closely evaluate the Massachusetts studies, and engage staff on additional research would average 24 hours per month over the 10 months between January and the October 15 filing of the 2019 Annual EE/SRP plan, for a total of \$45,000. This task may be “front-loaded” with more of the work occurring in the first quarter of 2018.

### **Broaden educational opportunities to be spearheaded by 2018 “Settlement of the Parties” group**

Discussions in preparation for December PUC technical sessions on the 2019 EE and SRP Plan during a November meeting of the stakeholders who have signed on to the Plan (Acadia Center, People’s Power & Light; OER, the Division; and EERMC) have led to a proposal to create a standing group to continue working to help broaden education and awareness of the benefits of the Plan to the General Assembly, residents, and businesses. If the EERMC so desires, our EMV/Education group would spearhead the organization and coordination of this effort, with Mark Kravatz, Rachel Sholly, and Mike Guerard providing key support based on established relationships and full understanding of the Rhode Island landscape. We estimate this would require an average of 18 hours per month, totaling \$40,000.

### **Expanding finance product offerings**

Subsequent to our bid proposal, the Rhode Island Infrastructure Bank (RIIB) confirmed the imminent launch of a residential loan program. Our proposal assumed baseline oversight of existing programs, but the need to integrate the RIIB residential program with National Grid’s existing HEAT loan will likely require additional effort to facilitate effective integration and avoid market confusion. Additionally, National Grid is proposing additional C&I loan options and pilots that will require closer monitoring and coordination. Accordingly, we estimate an additional 16 hours per month for internal finance experts and other team members, totaling \$35,000.

In addition to these three tasks that have more immediate need for consideration, we would also like to flag some other areas that may warrant additional EERMC investment:

- **Potential study preliminary work** – The EERMC’s proposed overall budget for 2018 includes a line item for \$200,000 to start developing the research and analysis that would result in an effective Achievable Potential Study to inform 2021-2023 targets. If this activity is approved by the EERMC, the resulting need to develop scopes of work and RFP, and subsequent selection and oversight of a vendor will likely require C-Team support. As noted above, our bid assumed some moderate oversight of the only current vendor, Dunsky Energy Consulting (providing expertise in financing), so additional funding may be required to support this effort. A proposed supplemental budget will follow EERMC decisions on if, or how, that task proceeds.
- **National Grid Rate Case, Docket #4770** – The EERMC has directed the C-Team to engage in multiple activities (SIRI; Docket #4600; Power Sector Transformation) leading up to the recent rate case filing by National Grid. Much of the previous activity around rates was tied to the potential impacts on LCP. With the rate case filed just a few weeks ago, we are not yet prepared to report on the potential needs for support. However, preliminary input suggests that the following considerations will ultimately inform the degree to which the EERMC may choose to engage:
  - The rate case may be the first application of the goals, principles, and the Rhode Island Benefit-Cost Framework, which has been adopted by the PUC at the recommendation of the Docket 4600 report.
  - Based on the recommendations of the Power Sector Transformation Phase One report (November 2017), the rate case will consider performance-based regulation and associated performance incentives

## EERMC CONSULTANT TEAM

for desired outcomes, as well as opportunities to develop new value-streams from the distribution grid to generate third-party revenue. Given that system efficiency and distributed energy resources are desired outcomes, the performance framework that emerges from the rate case will have implications for how performance incentives should be structured for EE and SRP activities.

- Given the focus on low-income rates, customers, and arrearage management programs in the rate case, the C-Team believes there will be an opportunity to develop best practice recommendations for linking those programs more directly to the EE programs. This could improve program service to low income customers and improve the efficiency offerings overall.

While it is premature to estimate the level of engagement that may be required, this is another issue to flag for the EERMC's consideration.

### **Representation of EERMC**

In the fulfillment of this SOW, the C-Team will engage in public forums, such as the Collaborative and PUC meetings, that are related to discussions and activities that support Least Cost Procurement and other EERMC objectives. Given that developments in these forum don't always align with the cycle of Council meetings, the C-Team will, as we have in past, provide review, analysis, reports and communications in these forum on behalf of the EERMC based on the direction and expectations embedded in this SOW. Additionally, the primary operating position will be that our statements and representations must be grounded in our knowledge of the EERMC's legislated roles and responsibilities as detailed in the clear documentation and expectations set in the "Least Cost Procurement Law" (LCP Law<sup>1</sup>). Additionally, we fully support any process with EERMC counsel, Executive Committee and/or full EERMC on additional mechanisms to assure we act fully in support of EERMC roles, responsibilities and objectives.

## **II. Staffing & Budget**

Optimal will utilize a strong internal team and key subcontractor partners to fully and effectively deliver all elements of this scope of work. Work assignments and roles will remain flexible to assure that the right staff, skill sets and availability are in place on all core tasks, as well as to address evolving issues. The proposed core hours and budget are what was included in our bid proposal. Subsequent to the submittal, some areas for potential additional EERMC service needs evolved, and our proposed budget includes estimates of what would be required for additional services from the C-Team. The proposed core budget amount is \$615,000 for the C-Team services, as detailed on the table on the following page. The three optional items described above (not including the potential study and the rate case) are estimated at \$120,000. The total proposed budget is \$735,000 and is broken down as follows:

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<sup>1</sup> <http://webserver.rilin.state.ri.us/Statutes/title39/39-1/39-1-27.7.HTM>



# EERMC CONSULTANT TEAM

<b>Task 1: EERMC Oversight</b>		
	Hours	Total Cost
Enhance EERMC interpretation and understanding of utility efficiency, DG and SRP program planning, policy development and implementation, and facilitate EERMC participation in the planning and oversight process. Educate EERMC regarding relevant, energy topics.	230	\$35,120
Actively participate and provide expertise in all EERMC mtgns (including any Sub-Committee); Collaborative mtgns (including any Sub-committee); SRP Subcommittee mtgns; mtgns with OER and other state agencies engaged in the implementation of LCP initiatives; relevant PUC meetings, tech sessions; and any other stakeholder meetings that may be important to the successful advancement of LCP mandates.	396	\$65,560
Document and/or conduct research/analysis, and create recommendations for stakeholder reps can make decisions based on sound info. Provide policy summaries, analysis, and whitepapers, as needed, to inform, guide, and empower stakeholder reps.	202	\$29,760
Fully participate in the development of EERMC priorities and provide technical inputs, analyses, and other efforts as necessary to advance the EERMC's priorities within the development, implementation, and evaluation of utility plans and programs for least cost procurement.	300	\$44,140
Assume overall responsibility for managing and coordinating the work of any additional consultants hired by the EERMC to support its objectives.	6	\$1,170
Assist with oversight of National Grid's investment of ratepayer funds, including by participating in monthly meetings with the company's strategy groups.	318	\$54,280
Verify that EE program design and implementation are delivering excellent service and maximizing benefits of EE for all ratepayers. Provide techsupport and recommendations to the utility and other stakeholders to continually enhance program design/implementation.	110	\$17,350
Advocate for program design and delivery improvements, including, but not limited to, providing recommendations for increasing the benefits of efficiency to underserved sectors.	28	\$1,960
Provide independent assessment of utility data reports and information, including monthly data dashboards, quarterly data, and year-end performance results. Make recommendations for improvements.	84	\$10,980
Advocate for excellent data reporting, transparency, and access to data when appropriate.	46	\$6,920
Apprise the EERMC of developments in other jurisdictions that could improve the quality and delivery of energy efficiency programs and system reliability investments in Rhode Island.	62	\$8,110
Monitor, facilitate, and report on the implementation and progress towards the goals of the annual EE Program Plan, including regular meetings with National Grid program managers and other affected stakeholders.	28	\$1,960
Work with National Grid to receive more comprehensive and timely exchanges of relevant data as needed by the EERMC and/or OER.	50	\$6,150
Work with National Grid and other stakeholders to ensure that all utility-administered EE programs are effectively coordinated and integrated with other state clean energy initiatives, including, programs funded through RGGI and implemented by OER and financing mechanisms through the RIIB.	58	\$7,350
<b>Task 2: Cyclical Planning &amp; Reporting Activities</b>		
	Hours	Total Cost
Support the development of the required Annual Report on EERMC activities due on April 15 of each year to the General Assembly.	60	\$4,580
Represent the EERMC's priorities in the dev of annual/triennial EE & SRP plans.	572	\$72,480
Conduct a detailed review and report on the cost-effectiveness of the annual and triennial natural gas and electric efficiency plans for submittal to the PUC.	368	\$51,740
<b>Task 3: Policy &amp; Strategy</b>		
	Hours	Total Cost
Develop and review policies on issues germane to the EERMC's duties including, triennial and annual EE and SRP development and implementation; EE and SRP standards development; EE savings targets; program budget and financing; c-e; EMV; financing; and PIs	196	\$29,720
Evaluate the impacts of past and potential legislation and/or PUC directives on EE and SRP, including legislation or PUC orders related to decoupling, and (SBC) collections and allocations. Educate key stakeholder on such legislation and associated impacts.	140	\$18,440
Develop work products for relevant PUC dockets (e.g. annual plans), including direct testimony on behalf of the EERMC upon its request.	161	\$22,495
Provide technical support from, and representation of, the EERMC with respect to relevant state and regional policies before entities including, the General Assembly and Executive branch agencies, ISO-New England, RGGI, and FCM.	96	\$11,120
Represent priorities of the EERMC in various relevant stakeholder forums, including: C&S; the Alliance for Healthy Homes; PST; blding energy labeling; regional/local EMV; and efforts to improve efficiency delivery to MF buildings, the agriculture sector, BI residents and businesses, IE consumers, and identified, underserved market sector.	157	\$22,320
Identify innovative approaches and improvements to energy efficiency program delivery, including, but not limited to: Gas/elec integration; Infrastructure dev; BP and emerging tech; Statewide Ed/Marketing; Deep/Broad program designs; EMV; Financing; DF; Innovation; Strategic Elec; DM	353	\$56,680
Document research and recommendations in the format most appropriate for the audience and purpose.	72	\$6,500
Provide direct support to OER in the form of training, planning, technical analysis, and guidance for new initiatives, and relevant specialized expertise to assist OER with existing programs and pilot programs, including programs identified in OER's RGGI Allocation Plans.	116	\$13,690
Provide direct support to OER on renewable integration with energy efficiency (e.g. PACE	84	\$8,680
Research and support planning initiatives for the integration and leveraging of broader energy issues, such as strategic electrification and resiliency, with ratepayer funded efforts.	68	\$5,680
Provide any add'l work on special projects directed by the EERMC on an as-needed basis.	0	\$0
<b>CORE WORK AREAS TOTAL</b>	<b>4,361</b>	<b>\$615,000</b>

## EERMC CONSULTANT TEAM

<b>Optional Tasks</b>	<b>Hours</b>	<b>Task Total</b>
Innovation and 2019 Target True-up	278	\$45,000
Broaden educational opportunities to be spearheaded by 2018 "Settlement of the Parties" group	280	\$40,000
Expand finance product offerings	222	\$35,000
<b>CORE WORK AREAS TOTAL</b>	<b>780</b>	<b>\$120,000</b>

Per vote at the February 15, 2018 EERMC meeting, the optional tasks were updated and approved as follows:

	Est. Hrs	Avg. rate	Total cap
Support Education & Awareness of benefits of EE	198	\$180	\$ 35,640
Innovation / 2019 targets "true-up"	192	\$180	\$ 34,560
Expanding finance product offerings	96	\$170	\$ 16,320
Potential study preliminary work	96	\$170	\$ 16,320
National Grid Rate & PST Cases, Dockets #4770 & 4780	96	\$180	\$ 17,280
	678		\$ 120,120

### EXTENSION OF CONSULTING SERVICES AGREEMENT

This EXTENSION OF RHODE ISLAND POLICY AND PROGRAM CONSULTING AGREEMENT ("Extension") is executed by and between Optimal Energy, Inc. with a main office in Hinesburg, Vermont ("Optimal"), the Rhode Island Office of Energy Resources, an agency created by R.I. Gen. Laws §42-140-2, and the Rhode Island Energy Efficiency and Resource Management Council ("EERMC"), a council created by R.I. Gen. Laws §42-140.1-3, for consulting services to be provided by Optimal for the benefit of the EERMC and for the EERMC's payment therefor.

WHEREAS, the parties executed the Rhode Island Policy and Program Consulting Agreement ("Agreement") on March 6, 2018, which Agreement expired on December 31, 2018.

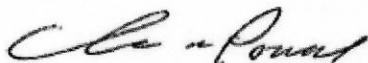
WHEREAS, at its regular meeting on October 4, 2018, the EERMC voted to extend the Agreement for a one (1) year period which ended on December 31, 2019.

WHEREAS, at its regular meeting on November 21, 2019, the EERMC voted to extend the Agreement for an additional one (1) year period.

IN WITNESS WHEREOF, each party hereto has caused this Extension to be executed by its duly authorized representative on the day and year set forth below.

RI ENERGY AND EFFICIENCY & RESOURCE  
MANAGEMENT COUNCIL

OPTIMAL ENERGY, INC.



DocuSigned by:  
*Eric Belliveau*  
3E4223EF8E7D4DE...

By: Chris Powell

By: Eric Belliveau

Title: Chair, EERMC

Title: V. President

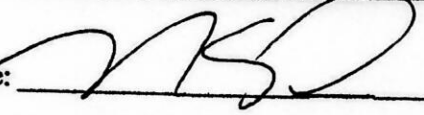
Date: 1/22/2020

Date: 1/22/2020 | 8:11 AM PST

**RI OFFICE OF ENERGY RESOURCES**

By: Nicholas Ucci

Title: Acting State Energy Commissioner

Date: 

3/12/2020

## **RHODE ISLAND POLICY AND PROGRAM CONSULTING AGREEMENT**

This RHODE ISLAND POLICY AND PROGRAM CONSULTING AGREEMENT (“Agreement”) is executed by and between Optimal Energy, Inc., having a principal place of business located at 10660 Route 116, Suite 3, Hinesburg, Vermont 05461 and an ancillary place of business located at 460 Harris Avenue, Unit 101, Providence, Rhode Island 02909 (“Optimal”), the Rhode Island Office of Energy Resources (“OER”), an agency created by R.I. Gen. Laws §42-140-2, and the Rhode Island Energy Efficiency and Resource Management Council (“EERMC”), a council created by R.I. Gen. Laws § 42-140.1-3, for consulting services to be provided by Optimal for the benefit of the EERMC and for the EERMC’s payment therefor.

WHEREAS, pursuant to R.I. Gen. Laws § 42-140.1-6(b), the EERMC is authorized “to engage consultants and professional services as necessary and appropriate to fulfill its purposes”;

WHEREAS, on September 28, 2020, the EERMC issued Request for Proposals #2020-03 entitled “Policy & Program Planning Consulting Services” (the “RFP”) to solicit proposals from qualified offerors to support the EERMC in its review and oversight of the energy efficiency programs and initiatives proposed and administered by the electric and gas distribution company as required by R.I. Gen. Laws § 39-1-27.7;

WHEREAS, the EERMC selected Optimal as the successful bidder for the RFP on November 12, 2020;

WHEREAS, the EERMC voted to award a two-year contract for January 1, 2021 through December 31, 2022, with the EERMC’s option to approve up to two additional two-year contract extensions;

WHEREAS, the EERMC voted on December 17, 2020 to approve a Scope of Work prepared by Optimal for the 2021 calendar year and has committed to voting on annual Scopes of Work before the start of each contract year. Any such future approved Scopes of Work are hereby incorporated into this Agreement; and

NOW THEREFORE, in consideration of the foregoing recitals and the covenants contained herein, the EERMC and Optimal hereby agree as follows:

### **ARTICLE 1 – SCOPE OF SERVICES**

Optimal hereby agrees to provide all materials, equipment, apparatus, tools, labor, services and facilities and everything incidental, requisite and proper to perform the activities and obligations as described in the attached Scope of Work.

**ARTICLE 2 – SCHEDULE**

Any work to be performed under this Agreement shall be commenced on the date specified in the attached Scope of Work, and shall be completed in accordance with the schedule specified in the attached Scope of Work. Optimal shall prepare and provide updated schedules as requested by the EERMC. Optimal shall submit a proposed annual Scope of Work to the EERMC no later than the November EERMC meeting each year for the duration of this agreement.

**ARTICLE 3 – CONTRACT PRICE**

The contract price for the work for 2021 shall be as specified in the attached Scope of Work. The contract price shall be all-inclusive for the work required by the relevant project cost and schedule in accordance with the Scope of Work.

Hourly pricing shall be firm through December 31, 2022 (“Term”). The EERMC reserves the right to renegotiate the total, all-inclusive contract price if there is a significant change in program activity. Any changes to hourly pricing proposed after December 31, 2022 will be negotiated and mutually agreed to by the parties. This Agreement must then be modified in writing accordingly.

**ARTICLE 4 – PAYMENTS**

Optimal shall submit invoices for work completed during monthly billing periods or in accordance with the payment milestones otherwise stipulated in the attached Scope of Work. All invoices shall be submitted to OER and payments made in accordance with and subject to OER review.

**ARTICLE 5 – NOTICES**

Notices required or permitted under this Agreement shall be addressed to:

Optimal:                   Mike Guerard  
                                  Managing Consultant  
                                  Optimal Energy, Inc.  
                                  460 Harris Avenue, Unit 101  
                                  Providence, RI 02909  
                                  guerard@optenergy.com

EERMC:                   Becca Trietch  
                                  Administrator, Energy Efficiency  
                                  Rhode Island Office of Energy Resources

One Capitol Hill, 4th Floor  
Providence, RI 02908  
Becca.Trietch@energy.ri.gov

**ARTICLE 6 – ENTIRE AGREEMENT**

This Agreement, including attachments, constitutes the entire Agreement between the EERMC and Optimal with respect to the services specified. All previous representations relative thereto, either written or oral, are hereby annulled and superseded. No modification of any of the provisions of this Agreement shall be binding unless in writing and signed by a duly authorized representative of each party hereto.

**ARTICLE 7 - JURISDICTION AND VENUE**

This Agreement shall be exclusively governed by and construed in accordance with the laws of the State of Rhode Island. If any party to this Agreement shall bring any proceeding against any other party arising out of this Agreement, that party shall bring said proceeding in the Providence Superior Court of Rhode Island and each party hereby submits to the exclusive jurisdiction of that court for purposes of any such proceeding. Optimal hereby consents to personal jurisdiction under the terms of this Section for resolution of any dispute arising hereunder.

**ARTICLE 8 – INDEMNIFICATION**

The parties shall be solely responsible for the payment of all their employees, agents, servants, and independent contractors, in furtherance of this Agreement. Optimal hereby agrees to indemnify and hold the EERMC harmless from and against any and all claims, damages, penalties, or expenses, including attorneys' fees, incurred on account of any claim made by any employee, agent, servant, or independent contractor of Optimal with respect to services provided or work performed in connection with this Agreement.

**ARTICLE 9 – TERM**

The term of this contract shall be from January 1, 2021 through December 31, 2022. If additional two-year terms are approved by the EERMC, this Section shall be updated and the Agreement re-executed by all parties.

IN WITNESS WHEREOF, each party hereto has caused this Agreement to be executed by its duly authorized representative on the day and year set forth below.

RHODE ISLAND ENERGY EFFICIENCY &  
RESOURCE MANAGEMENT COUNCIL

Anthony  
Hubbard

Digitally signed by Anthony  
Hubbard  
Date: 2021.01.14 17:11:18  
-05'00'

By: Anthony Hubbard

Its: Acting Chair

Date: January 14, 2021



By: Nicholas S. Ucci

Its: Executive Director

Date: January 14, 2021

OPTIMAL ENERGY, INC.

Eric J Belliveau

Digitally signed by Eric J  
Belliveau  
Date: 2021.01.14 11:21:59  
-05'00'

By: Eric J Belliveau

Title: Vice President

Date: January 14, 2021



# Memorandum

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To: Energy Efficiency & Resource Management Council  
From: Mike Guerard, Optimal Energy  
Date: December 17, 2020  
Subject: Proposed 2021 Scope of Work content, objectives and budget

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## I. Background

Optimal Energy, Inc. (Optimal) 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) with high quality policy and program consultant services. Based on our recent proposal, the C-Team provides the following proposed Scope of Work (SOW) for its services to the EERMC in 2021.

## II. Work Plan

A key condition of being able to deliver all these activities efficiently and in a timely fashion depends on the EERMC's expectation that all parties<sup>1</sup> will commit to effectively implementing the enhancements to the overall development process of the 2022 Energy Efficiency (EE) and System Reliability Procurement (SRP) Plans. This also extends to improving processes to track and report on 2021 program performance to fulfill the Council's Implementation Oversight responsibilities. Initial groundwork on timelines and processes are being developed now, and we plan to devote the first month of 2021 to finalize consensus agreement and commitments from the parties to achieve all elements contained in Least Cost Procurement (LCP) Law<sup>2</sup>, the LCP Standards, and other relevant documents prescribing legal and regulatory expectations of the parties. We expect this level of coordination will be critical in the future to align efforts; build consistent approaches to planning; streamline delivery; and foster effective collaboration and partnership as the clean energy industry enters a new phase of rapid evolution.

Our Work Plan addresses all activities in the Request for Proposals (RFP). The presentation of this SOW starts with a high-level summary of the objectives of the four tasks listed in the RFP, followed by more detailed listing of responsibilities and deliverables associated with each task in table format.

### Task 1 - Responsibilities Related to EERMC Oversight

The primary objective of Task 1 is to support Council members as they perform their assigned roles and responsibilities. This includes providing substantive, clear, and timely information for Council members. This will be more important than ever in the upcoming program cycle, as Rhode Island begins the transition toward reliance on more comprehensive efficiency measures like HVAC and hot water. With rapid change in the energy landscape, up-to-date data and information on industry, technology, policy, and regulatory advances is vital for the Council to guide and drive the evolution of Rhode Island's energy efficiency efforts. In 2021 and beyond, we

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<sup>1</sup> The primary "parties" in the process are National Grid, OER, the Division, the EERMC and by extension the C-Team, and the Energy Efficiency (EE) and System Reliability Procurement (SRP) Technical Working Groups.

<sup>2</sup> <http://webservice.rilin.state.ri.us/Statutes/title39/39-1/39-1-27.7.HTM>

anticipate that Council members will seek support to build knowledge of emerging program strategies to ensure that the State can continue to maximize efficiency savings and benefits. Our essential role is to ensure that individual EERMC members are supported and empowered to provide strong leadership on both energy efficiency and system reliability, and as a collective body, to serve as stewards of Rhode Island's LCP law.

#### **Task 2 - Development of Work Products and Representation of the EERMC**

The Optimal team's focus will be on effective communication and representation of the results of the EERMC's successful work with key stakeholders, institutions, and agencies impacting or being impacted by LCP. Part of this responsibility is to inform and advise decisionmakers and participants in the broader energy efficiency market to build support for continued efforts that will maintain Rhode Island's national leadership in energy efficiency.

#### **Task 3 - Energy Efficiency and System Reliability Program Design and Delivery**

This task includes the activities necessary to meet the EERMC's fundamental objectives, which are oversee the design and successfully deliver system reliability and energy efficiency programs and services that maximize the resulting benefits for all Rhode Islanders. The next years will be very different: the loss of most claimable lighting savings, the current and pending impacts of COVID, and expiration of the standing LCP statute are among the EERMC's future challenges. Our approach will ensure that the EERMC continues to achieve the clearly documented objectives for Plan development and delivery codified by the PUC in the LCP Standards, including detailed review of plans to ensure that proposed costs are reasonable and justified and to assure cost-efficiency as well as cost-effectiveness.

#### **Task 4 – Advancing Integrated Approaches and Addressing Emerging Issues**

The Optimal 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 apply in support Rhode Island's continuing leadership in the evolving energy landscape our engagement in a range of jurisdictions on issues including workforce development, heating decarbonization, equity in efficiency programs, locational valuation, and distributed energy resources. Our proposed approach to this key work area directs support and assistance to the Office of Energy Resources (OER) as it delivers its key function as the agency charged with leading critical activities addressing climate change and resiliency. The Optimal team is prepared to provide the necessary expertise to assist OER in leading Rhode Island to a secure, cost-effective, and sustainable energy future.

## TASK 1: EERMC Oversight

12 Subtasks  
103+ In-person Meetings

<p><b>1.1 EERMC Meetings</b></p> <ul style="list-style-type: none"> <li>• Develop required meeting materials to ensure all legislated objectives are met</li> <li>• Present on critical topics and key points for deliberation</li> </ul> <p><i>In-person Meetings: 12</i></p>	<p><b>1.2 EERMC Executive Committee Meetings</b></p> <ul style="list-style-type: none"> <li>• Support at least one Executive Committee meeting per year, per Council By-laws</li> </ul> <p><i>In-person Meetings: 1</i></p>	<p><b>1.3 Councilor Briefings</b></p> <ul style="list-style-type: none"> <li>• Individually brief each voting Councilor and the non-voting representative for delivered fuels</li> <li>• Target at least two per Councilor</li> </ul> <p><i>In-person Meetings: 24</i></p>
<p><b>1.4 Councilor Retreat &amp; Orientation</b></p> <ul style="list-style-type: none"> <li>• Educate all Councilors</li> <li>• Orient new Councilors</li> <li>• Cover roles, responsibilities, evolving efficiency issues and innovations and clean energy developments</li> </ul> <p><i>In-person Meetings: 4</i></p>	<p><b>1.5 EE &amp; SRP Technical Working Groups</b></p> <ul style="list-style-type: none"> <li>• Participate in separate monthly EE &amp; SRP meetings of core stakeholders</li> <li>• Inform development, implementation and evaluation of EE &amp; SRP Plans</li> </ul> <p><i>In-person Meetings: 24</i></p>	<p><b>1.6 Equity Working Group</b></p> <ul style="list-style-type: none"> <li>• Represent EERMC in newly formed Equity Working Group</li> <li>• Ensure EERMC's equity priorities are reflected in National Grid's EE Plans</li> </ul> <p><i>In-person Meetings: 4-12</i></p>
<p><b>1.7 EERMC Education Working Group</b></p> <ul style="list-style-type: none"> <li>• Help implement Council education objectives</li> <li>• Organize Annual EERMC Public Forum</li> <li>• Coordinate members of EERMC, OER &amp; National Grid</li> </ul> <p><i>In-person Meetings: 4</i></p>	<p><b>1.8 OER / Division / Consultant Team Meetings</b></p> <ul style="list-style-type: none"> <li>• Discuss and coordinate EERMC-related activities</li> <li>• Prepare for upcoming Council meetings</li> </ul> <p><i>In-person Meetings: 24</i></p>	<p><b>1.9 OER / National Grid / Consultant Team Meetings</b></p> <ul style="list-style-type: none"> <li>• Coordinate timing and deliverables required to meet all deadlines</li> <li>• Provide feedback based on review of National Grid deliverables</li> </ul> <p><i>In-person Meetings: 6</i></p>
<p><b>1.10 Refresh &amp; Maintain Website</b></p> <ul style="list-style-type: none"> <li>• Refresh EERMC website to improve useability &amp; value</li> <li>• Post monthly meeting notices and materials</li> <li>• Promote educational events</li> </ul>	<p><b>1.11 Educational Tools</b></p> <ul style="list-style-type: none"> <li>• Further develop EERMC educational tools, including the EERMC educational handbook and white papers</li> </ul>	<p><b>1.12 Manage Consultants as Needed</b></p> <ul style="list-style-type: none"> <li>• Assist with RFP development, issuance, and selection</li> <li>• Onboard and oversee activities of vendors</li> <li>• Ensure deliverables are met on time</li> </ul>

■ Core Scope Activities

■ Additional Activities Identified

## TASK 2: Development of Work Products and Representation of the EERMC

5 Subtasks  
32+ In-person Meetings

<p><b>2.1 EERMC Annual Report</b></p> <ul style="list-style-type: none"> <li>• Develop the statutorily required Annual Report</li> <li>• Coordinate with National Grid and OER to source and assemble content</li> </ul> <p><i>In-person Meetings: 2</i></p>	<p><b>2.2 State &amp; Regional Policy</b></p> <ul style="list-style-type: none"> <li>• Represent EERMC in meetings with:             <ul style="list-style-type: none"> <li>- General Assembly</li> <li>- Executive branch agencies</li> <li>- ISO-New England</li> <li>- Avoided Cost Study Group</li> </ul> </li> </ul> <p><i>In-person Meetings: 6-12</i></p>	<p><b>2.3 Stakeholder Forums</b></p> <ul style="list-style-type: none"> <li>• Meet individually with:             <ul style="list-style-type: none"> <li>- Active EE stakeholders</li> <li>- Local groups on program designs and strategies</li> </ul> </li> <li>• Engage in regional initiatives coordinated by NEEP</li> </ul> <p><i>In-person Meetings: 24-36</i></p>
<p><b>2.4 Annual Timeline</b></p> <ul style="list-style-type: none"> <li>• Create an annual timeline for all major events and activities for each month</li> <li>• Adjust as needed based on new developments</li> </ul>	<p><b>2.5 Quarterly Written Progress Reports</b></p> <ul style="list-style-type: none"> <li>• Provide quarterly written progress reports on all deliverables, activities, and events and any scope additions or revisions</li> </ul>	
<p>■ Core Scope Activities      ■ Additional Activities Identified</p>		

## TASK 3: Energy Efficiency and System Reliability Program Design and Delivery

9 Subtasks  
30+ In-person Meetings

<p><b>3.1 Residential &amp; Income Eligible Sector Monthly Meetings</b></p> <ul style="list-style-type: none"> <li>• Provide recommendations on optimizing program performance</li> <li>• Review program data and optimize program performance</li> </ul> <p><i>In-person Meetings: 4</i></p>	<p><b>3.2 Commercial &amp; Industrial Sector Monthly Meetings</b></p> <ul style="list-style-type: none"> <li>• Provide recommendations on optimizing program performance</li> <li>• Review program data and optimize program performance</li> </ul> <p><i>In-person Meetings: 4</i></p>	<p><b>3.3 EM&amp;V: C&amp;I and Residential Studies</b></p> <ul style="list-style-type: none"> <li>• Meet monthly with National Grid, OER and Division</li> <li>• Review current studies &amp; SOW's</li> <li>• Ensure consistency of study development, review, and approval</li> </ul> <p><i>In-person Meetings: 2</i></p>
<p><b>3.4 2022 Annual Plan Development</b></p> <ul style="list-style-type: none"> <li>• Meet monthly with sector strategy groups on 2022 Annual Plan development between April and October</li> <li>• Additional meetings with National Grid, OER, Division</li> </ul> <p><i>In-person Meetings: 12-24</i></p>	<p><b>3.5 CHP Annual Public Meeting</b></p> <ul style="list-style-type: none"> <li>• Per legislation, gather stakeholders to discuss opportunities and strategies around CHP in Rhode Island</li> </ul> <p><i>In-person Meetings: 2</i></p>	<p><b>3.6 PUC Technical Sessions &amp; Open Meeting on 2022 EE and SRP Plans</b></p> <ul style="list-style-type: none"> <li>• Represent EERMC in at least two pre-filing and two post-filing technical sessions</li> <li>• Participate in open meetings for PUC ruling on Plans</li> </ul> <p><i>In-person Meetings: 6-8</i></p>
<p><b>3.7 Cost-Effectiveness Analysis &amp; Report</b></p> <ul style="list-style-type: none"> <li>• Conduct detailed analysis on proposed EE &amp; SRP Plans to determine cost-effectiveness and adherence to TRM standards</li> <li>• Submit report to PUC</li> </ul>	<p><b>3.8 Quarterly Memos</b></p> <ul style="list-style-type: none"> <li>• Provide quarterly memos and/or presentations on EE &amp; SRP progress</li> </ul>	<p><b>3.9 Oversight of Third-Party Studies</b></p> <ul style="list-style-type: none"> <li>• Provide oversight of any analyses or studies commissioned by EERMC</li> <li>• Ensure they are effectively used to support related processes and objectives</li> </ul>

■ Core Scope Activities

■ Additional Activities Identified

<b>TASK 4: Advancing Integrated Approaches and Addressing Emerging Issues</b>		<i>2 Subtasks 6+ In-person Meetings</i>
<p><b>4.1 Scoping Meetings with OER and/or EERMC</b></p> <ul style="list-style-type: none"> <li>Meet with Councilors and OER to define objectives and deliverables associated with necessary analyses, research, and documents to support all areas of integration and innovation listed in Task</li> </ul> <p><b><i>In-person Meetings: 6-12</i></b></p>	<p><b>4.2 Analysis, Research Papers, White Papers</b></p> <ul style="list-style-type: none"> <li>Develop timely analyses, research papers, white papers, etc. as requested</li> </ul>	
■ Core Scope Activities	■ Additional Activities Identified	

**Representation of EERMC**

As we have consistently done over the years in the fulfillment of SOW’s, the C-Team will engage in public forums, such as the EE and SRP Technical Working Groups and PUC meetings, that are related to discussions and activities that support LCP and other EERMC objectives. Given that developments in these forum don’t always align with the cycle of Council meetings, the C-Team will, as we have in past, provide review, analysis, reports and communications in these forum on behalf of the EERMC based on the direction and expectations embedded in this SOW. Additionally, the primary operating position will be that our statements and representations must be grounded in our knowledge of the EERMC’s legislated roles and responsibilities as detailed in the clear documentation and expectations set in the LCP Law.

**II. Staffing & 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, skill set and availability are in place on all core tasks, as well as to address evolving issues. The proposed core hours and budget for this 2021 SOW are what was included in our bid proposal.

**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>3</sup>. We organize our team into five groups covering the core roles and areas of focus, as

<sup>3</sup> As we have done in the past, Optimal may identify other staff from our subcontractor firms and/or industry experts uniquely suited to support this scope of work, and would seek OER approval before adding resources not specifically named in the organizational chart.

shown in our organizational chart below. While each member is listed only once in their primary area of concentration, many team members actively participate in multiple groups.



## Budget

The proposed hours are tied to our proposed billing rates that will be applicable for both 2021 and 2022:

Staff Title	Billing Rate (\$/hour)
Project Manager	\$198
Principal-in-Charge/CEO	\$212
Managing & Senior Consultant	\$198
Consultant	\$186
Senior Engineer	\$160
Independent Consultant	\$155
Analyst	\$135
Interns	\$35

	HOURS	BUDGET
<b>Task 1: EERMC Oversight</b>	<b>898</b>	<b>\$ 154,864</b>
Enhance EERMC interpretation and understanding of EE and SRP program planning, policy development and implementation, and facilitate EERMC participation in process. Educate EERMC regarding relevant, energy topics.	180	\$ 32,340
Actively participate and provide expertise in all EERMC meetings (including any Sub-Committee or Ad-Hoc Committee meetings); all Technical Working Group meetings (including any Sub-committee or Ad-hoc meetings); System Reliability Subcommittee meetings; meetings with OER and other state agencies engaged in the implementation of least-cost procurement initiatives; all relevant PUC meetings, technical sessions, and proceedings; and any other stakeholder meetings that may be important to the successful advancement of Rhode Island's least-cost procurement mandates.	344	\$ 58,560
Develop and review policies on a range of issues germane to the EERMC's duties including, but not limited to, triennial and annual efficiency and system reliability plan development and implementation; efficiency and system reliability standards development; energy efficiency savings targets; program budget and financing; cost-effectiveness; evaluation, monitoring, and verification; financing; program and policy equity; and utility performance incentives.	120	\$ 21,688
Document and/or conduct research/analysis, and create recommendations for stakeholder reps can make decisions based on sound info. Provide policy summaries, analysis, and whitepapers, as needed, to inform, guide, and empower stakeholder reps.	104	\$ 17,324
Participate in the development of EERMC priorities and provide technical inputs, analyses, and tasks necessary to advance the EERMC's priorities in the development, implementation, and evaluation of plans and programs for LCP	36	\$ 6,840
Assume overall responsibility for managing and coordinating the work of any additional consultants hired by the EERMC to support its objectives.	6	\$ 1,188
Evaluate the impacts of past and potential legislation and/or PUC directives on EE and SRP, including legislation or PUC orders related to decoupling, and (SBC) collections and allocations. Educate key stakeholder on such legislation and associated impacts.	52	\$ 9,252
Manage EERMC website maintenance, updates, and monthly meeting materials uploads.	56	\$ 7,672
<b>Task 2: Work products and representation of the EERMC</b>	<b>808</b>	<b>\$ 116,606</b>
Develop work products for relevant PUC dockets (e.g. annual plans), including direct testimony on behalf of the EERMC upon its request.	80	\$ 10,656
Provide technical support from, and representation of, the EERMC with respect to relevant state and regional policies before entities including, the General Assembly and Executive branch agencies, ISO, RGGI, and FCM.	52	\$ 8,052
Support the development of the required Annual Report on EERMC activities due on April 15 of each year to the General Assembly.	82	\$ 10,778
Represent priorities of the EERMC in various relevant stakeholder forums	160	\$ 27,760
Assist with oversight of National Grid's investment of ratepayer funds, including by coordinating and participating in monthly meetings with the company's strategy groups.	346	\$ 49,968
Create an annual timeline of key deliverables, activities, and events to be presented at the beginning of year to the EERMC. Provide written, quarterly progress reports on all deliverables, activities, and events included in the timeline and any additions or revisions made throughout the year.	88	\$ 9,392
<b>Task 3: Energy Efficiency and SRP Program Design and Delivery</b>	<b>1,611</b>	<b>\$ 256,161</b>
Represent the EERMC's priorities in the dev of annual/triennial EE & SRP plans.	232	\$ 38,904
Verify that EE program design and implementation are delivering excellent service and maximizing benefits of EE for all ratepayers.	273	\$ 40,155
Advocate for program design and delivery improvements, including, but not limited to, providing recommendations for increasing the benefits of efficiency to underserved sectors.	208	\$ 32,128
Conduct a detailed review and report on the cost-effectiveness of the annual and triennial natural gas and electric efficiency plans for submittal to the PUC.	96	\$ 17,240
Provide independent assessment of utility data reports and information, including monthly data dashboards, quarterly data, and year-end performance results. Make recommendations for improvements.	290	\$ 41,530
Advocate for excellent data reporting, transparency, and access to data when appropriate	48	\$ 9,216
Provide oversight of third-party analyses and studies commissioned by the EERMC including, but not limited to, market potential studies. Once completed, ensure the appropriate use of study findings in energy efficiency and system reliability procurement implementation and planning.	80	\$ 14,100
Apprise the EERMC of developments in other jurisdictions that could improve the quality and delivery of EE programs and SRP investments in RI.	112	\$ 15,176
Monitor, facilitate, and report on the implementation and progress towards the goals of the annual EE Program Plan, including regular meetings with National Grid program managers and other affected stakeholders.	96	\$ 13,296
Evaluate the impacts of past and potential legislation and/or PUC directives on EE and SRP, including legislation or PUC orders related to decoupling, and (SBC) collections and allocations. Educate key stakeholder on such legislation and associated impacts.	72	\$ 13,968
Work with National Grid to receive more comprehensive and timely exchanges of relevant data as needed by the EERMC and/or OER.	32	\$ 6,144
Work with National Grid and other stakeholders to ensure that all utility-administered EE programs are effectively coordinated and integrated with other state clean energy initiatives	72	\$ 14,304
<b>Task 4: Advancing Integrated Approaches &amp; Addressing Emerging Issues</b>	<b>718</b>	<b>\$ 103,632</b>
Identify innovative approaches and improvements to energy efficiency program delivery, i.e. gas/electric integration, Program best practices, financing, strategic electrification, etc.	240	\$ 32,040
Document research and recommendations in the format most appropriate for the audience and purpose.	70	\$ 10,458
Provide direct support to OER in the form of training, planning, technical analysis, and guidance for new initiatives, and relevant specialized expertise to assist OER with existing programs and pilot programs	122	\$ 20,314
Provide direct support to OER on renewable integration with energy efficiency (e.g. PACE)	46	\$ 7,200
Research and support planning initiatives for the integration and leveraging of broader energy issues, such as strategic electrification and resiliency, with ratepayer funded efforts.	240	\$ 33,620
Provide any add'l work on special projects directed by the EERMC on an as-needed basis. (Estimated Hours/Budget not included)	0	\$ -
<b>CORE WORK AREAS TOTAL</b>	<b>4,035</b>	<b>\$ 631,263</b>