

Scope of Work

Background

The statewide Investor Owned Utilities (IOUs) are in the process of expanding and modifying their Workforce Education and Training (WE&T) program to further support “disadvantaged¹” workers. These efforts to support disadvantaged workers are referred to as “inclusion” efforts.

The importance of inclusion was underscored by the California Public Utilities Commission (CPUC) in the *2008 California Long Term Energy Efficiency Strategic Plan* (Strategic Plan). One of the two overarching goals in the Strategic Plan included ensuring that minority, low income and disadvantaged communities fully participate in the IOUs’ WE&T programs.

According to the May 2014 *Workforce Issues and Energy Efficiency Programs: A Plan for California's Utilities* (Guidance Plan) authored by the Don Vial Center (DVC), inclusion has three aspects:

- a. *“Ensuring that people from diverse and disadvantaged backgrounds have entry into jobs or contracting opportunities;*
- b. *Ensuring that people from low-income and disadvantaged backgrounds have access to family-supporting wages, and;*
- c. *Ensuring that workers entering the field at the lowest rung have identified pathways to advancement.”*

Objective

While the IOUs have extensive knowledge and experience in the area of energy efficiency (EE), they are seeking advice and direction from a consultant that has expertise in the *overlapping realms* of workforce development, inclusion and EE. The IOUs are interested in understanding the inclusion landscape as it relates to workforce development in the EE and low income energy efficiency sector and to specifically understand the feasibility and some of the Guidance Plan recommendations within the IOUs’ Resource and Non-resource programs. This effort will enable the IOUs to make more informed considerations and decisions related to the Guidance Plan recommendations and to understand a range of impacts including but not limited to direct cost, total resource cost (TRC), market participation, economic development, as well as practical and legal considerations.

Each of the four components of the work scope (A – D) has slightly different objectives that pertain to specific recommendations. It is expected that there are interdependencies and some of the data collection efforts will cover key objectives outlined in the different areas outlined below. The components will synthesize the expertise of the selected Consultant, information gathered through meetings with relevant IOU program leads, recommendations from the Guidance Plan and information gathered through relevant external partners.

The Consultant is expected to provide a proposal that outlines the specific primary and secondary research that will assist in answering key questions related to the objectives outlined below. The Consultant may elect to partner with another expert on this effort; however, any partnerships or sub-contracted work must be identified within the response to this Request For Proposal (RFP) and must be approved in advance.

¹ The definition of “disadvantaged” should align with the definition proposed in the Guidance Plan.

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Work Scope A – Foundational Activities/Mapping the Landscape – roughly 20% of contract allocation

1. Consultant will assess the Guidance Plan Inclusion-related recommendations relative to perspectives from external stakeholders and IOU staff from Resource Programs, Energy Savings Assistance program, Legal, Human Resources, Regulatory/Policy, Sourcing and WE&T. A stakeholder list will be provided to the Consultant.
2. Within the Inclusion-related Guidance Plan recommendations, Consultant will map areas of alignment and disagreement and will outline areas of relative broad support amongst internal and external stakeholders. As part of the effort, the consultant will identify specific reasons and considerations that back up stakeholder positions – whether supportive or not supportive of a particular recommendation. Where possible, Consultant will suggest modifications to recommendations in order to solicit broad stakeholder support. Those recommendations must not negatively impact IOU programs and should incorporate IOU responsibilities such as Total Resource Cost (TRC), budgets and stakeholder alignment as well keep in mind marketplace, verification or legal issues

Deliverable:

- i) Stakeholder Perspective Matrix. Building off of an existing matrix the IOUs produced, the matrix must outline the Guidance Plan recommendations, stakeholder input, areas of disagreement, areas of alignment, and examples of any successful programs for reference not covered in the Guidance Plan. It should not duplicate, but supplement the IOUs' recent work and findings. The matrix will be approved by the contract manager prior to being deemed final.
3. Consultant will identify requirements for establishing sustainable classifications appropriate for Energy Savings Assistance (ESA) program field workers – Energy Specialists and Weatherization Workers. The job skills associated with a typical ESA program field worker do not clearly fall into a specific trade classification. To ensure workers are placed within appropriate classifications, the Consultant will undertake a job classification review of ESA program field positions to ascertain the appropriate alignment of ESA program jobs with those typically found in the workplace. Consultant will also indicate steps for developing new classifications, as needed.

Deliverables:

- i) Identify and document the typical skills and responsibilities of ESA field workers. Indicate if classifications exists which are appropriate for use by the IOUs.
- ii) Detail the steps and feasibility of developing new trade classifications, as needed. Identify stakeholders who would need to be engaged and anticipated timing requirements. Additionally, indicate likelihood of obtaining necessary stakeholder support.

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Work Scope B – Workforce Diversity Program – roughly 30% of contract allocation

1. The IOUs are expected to ensure that their programs are cost-effective and competitively procured. This effort should yield information that assists in understanding the extent to which initiating a prevailing wage requirement may hinder these objectives.

Consultant will conduct an in-depth feasibility assessment to determine the program impacts associated with implementing targeted hiring goals, prevailing wage and wage floors. The analyses should also include some documentation and data illustrating how worker circumstances and program operations are impacted under a prevailing wage versus a living wage or wage floor agreement. The assessment must detail objective, definition of success (including how hiring goals should be used), current program cost effectiveness rates, ease of implementation for IOU and vendor, vendor acceptance, cost and any other program impacts. Consultant will deliver examples of where such implementation has previously worked, if not already covered in the Guidance Plan.

Deliverable:

- i) Feasibility assessment associated with implementing targeted hiring goals, prevailing wage, wage floors and living wage in the Resource programs provided by the IOUs. The deliverable must include detailed, and where possible, data driven analyses of both the pros and cons of implementing different hiring practices and wage structures. The assessment should consider perspectives from stakeholders including program implementers, contracting agencies, as well as IOU legal, procurement, human resources staff and other external stakeholders with relevant expertise.

Work Scope C – Data Collection: Online Data Reporting System – roughly 20% of contract allocation

1. Consultant will conduct an in-depth feasibility assessment of utilizing an online data reporting system for collecting job and workforce data in the Resource programs provided by the IOUs. The assessment should detail objective, potential benefits, how data might be used, success metrics, ease of implementation for IOU and vendors, vendor acceptance, cost, employee privacy, and any other perceived impacts. The assessment must determine the feasibility and ratepayer value associated with implementing a data reporting system.

Deliverable:

- i) Data collection feasibility study as outlined above. The deliverable must include an overview of the pros and cons associated with use of an online reporting tool and must incorporate perspectives from external stakeholders and IOU staff from Resource programs, the ESA program, Legal, Human Resources, Regulatory/Policy, Sourcing and WE&T.
2. Consultant will leverage findings from the work in C1 to assist the IOUs in determining what online data reporting system is most optimal for statewide use, in the event the IOUs identified value in moving forward with online data collection. Consultant should leverage

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information that the IOUs have already collected on two best-in-class reporting systems: Elation Systems and LCP Tracker.

Deliverable:

i) Matrix outlining attributes of at least two “best-in-class” data collection reporting tools. Attributes must be decided upon with the IOUs, prior to populating the matrix. The matrix will also outline who will have access to the information, how confidential information will remain so, and the relative security of the system.

Work Scope D – WE&T Activities – roughly 30% of contract allocation

1. Consultant will assess the landscape of WE&T inclusion in the IOUs’ service territories and outline appropriate potential partners for the IOUs to advance inclusion goals.

Deliverable:

- i) “Map” of Current Inclusion Implementers. Consultant will produce an outline of key organizations (e.g., Community Based Organizations, Non-Profits, etc.) performing inclusion-related work in the IOUs’ service territories. The map should include organization name, mission, specificity in regards to their inclusion work, how that work aligns to the Guidance Plan recommendations and to what the IOUs can offer. It should also include the organization’s most appropriate contact with whom the IOUs may explore any potential collaborations.
2. Consultant will assist the IOUs in evaluating the value of implementing an inclusion sector strategy via an RFP, in partnership with other organizations. Should the IOUs determine an RFP is appropriate, the Consultant will help the IOUs draft a scope of work for potential bids which clearly outlines the IOUs’ role, in addition to funding sources.

Deliverable:

- i) Analysis of issuing an RFP for an inclusion sector strategy answering questions such as what value partners bring to the table that the IOUs cannot do in-house and where funding is available.
3. Consultant will outline existing career paths within EE which provide promising opportunities for disadvantaged workers – both entry-level as well as ongoing opportunities for advancement.

Deliverable:

i) EE career pathway framework for disadvantaged workers. The framework must consider pathways for at least three occupations. This pathway should include a list of occupations and industries for jobs that exist now and what is expected to exist in the future.