

WORK ORDER 1022

CONSULTANT SERVICES FOR IMPLEMENTATION OF THE SOUTHERN CALIFORNIA
REGIONAL ENERGY NETWORK**ENERGY EFFICIENCY PROJECT DELIVERY PROGRAM****1.0 STATEMENT OF WORK OVERVIEW**

The County of Los Angeles (County) Project Manager (CPM) will issue a Notice-to-Proceed (NTP) prior to Contractor beginning any work. The NTP will include time frame, specific tasks, and a not-to-exceed amount within the Work Order's Total Maximum Amount.

The Southern California Regional Energy Network (SoCalREN) currently offers a Public Agency Energy Efficiency (EE) Project Delivery Program (PDP), available to any public agency within SoCalREN territory. The PDP serves as a one-stop shop for public agencies to conduct whole building energy efficiency retrofit projects at their facilities.

Contractor shall perform all tasks related to this Statement of Work to implement the SoCalREN EE Project Delivery Program.

2.0 TRANSITION PLAN

Contractor shall work with County staff, SoCalREN administration team, and the incumbent implementer to take over the implementation and administration of the SoCalREN's existing EE Project Delivery Program, which shall include, but not limited to, the following:

- Work with County staff and the incumbent implementer to acquire a thorough understanding of the current program and its processes;
- Undertake all necessary steps to ensure a smooth transition of program implementation with no disruption in the 2019 project pipeline;
- Acquire from incumbent and store all program data relevant to the implementation of the existing program from incumbent implementer;
- Establish and build relationships with existing program participants;
- Contractor shall interview the current program implementer, the interview shall include, but not limited to, the following:
 - (a) Current responsibilities, resource, and processes
 - (b) Tools used (software, reporting) to track projects
 - (c) Needs, areas of concern, key issues to address, and program best practices
- The Transition Plan will be subject to the approval of the CPM. A Transitional Plan schedule shall be submitted to the CPM within 15 calendar days of Work Order execution, and is subject to CPM approval.

3.0 ENERGY EFFICIENCY PROJECT DELIVERY PROGRAM

Upon successful transition from the incumbent implementer, Contractor shall continue to implement the EE Project Delivery Program as directed by the program's most current effective guidelines approved by County staff and as indicated in the most updated formally

approve California Public Utilities Commission (CPUC) implementation plan. Contractor shall be responsible for the following, but not limited to:

- Maintain and track program budget and supply necessary monthly budget information to SoCalREN administration team for required CPUC submittal.
- Track all necessary energy efficiency data and metrics as required by the CPUC and the CPM; supply necessary monthly metrics data to SoCalREN administration team for required CPUC submittal.
- Participate in CPUC- Program Coordination Group (PCG) meetings, including but not limited to meetings with CPUC staff, investor-owned utility staff, and various stakeholders, and participate in any other relevant meetings as requested by the County.
- Provide support for CPUC-regulatory filings when requested by County staff and the SoCalREN administration team related to the implementation of the EE Project Delivery Program.
- Assist County staff and the SoCalREN administration team in the preparation of any responses to CPUC requests for data or information related to the implementation of the EE Project Delivery Program.
- Submit a monthly report to SoCalREN administration and County ISD Staff, detailing overall program status, project pipeline status, budget updates, marketing efforts, performance metrics, and other topics as directed by the County. Monthly report format will be determined by the CPM.
- Assist the County as requested in the development or modification of any implementation plan(s), including strategy and tactic development as well as all launch activities.

3.1 Program Implementation

- 3.1.1 Contractor shall utilize a multi-phase project delivery process to move agency projects from planning and identification to execution and completion.
- 3.1.2 Contractor shall attend regularly scheduled and/or as-needed meetings related to the SoCalREN EE PDP Program with County staff, other SoCalREN contractors, IOU or CPUC staff, or any other relevant stakeholders as requested by the County.
- 3.1.3 Contractor shall participate in a variety of other LGP or IOU or SoCalREN-related meetings with County staff, other SoCalREN contractors, IOU or CPUC staff, and other stakeholders, as requested by the County.
- 3.1.4 **Enrollment and Project Identification:** Contractor shall support the enrollment of an agency through a non-binding enrollment form that acknowledges PDP participation, responsibilities, and services. The enrollment must include the process of an initial engagement presentation to introduce SoCalREN Public Agency Programs in coordination with the IOUs, LGP, and other applicable program partners. The enrollment form shall be presented to the agency during this meeting; program services are not offered until the form is signed and returned. Once enrolled, an EE PDP project manager is assigned to the agency to begin the project development process.
 - 3.1.4.1 After enrollment, Contractor shall prepare an agency-wide energy analysis for the agency.

- 3.1.4.2 The analysis shall provide a portfolio-wide snapshot of energy consumption and cost by sector (i.e. water and wastewater pumping, street lighting, facilities, and outdoor lighting), and estimates of potential energy and financial impacts of the potential retrofit.
- 3.1.4.3 Contractor shall support the use of this analysis as a tool to help identify and develop energy efficiency project opportunities. This shall include, but not limited, to the following:
- a) Working with enrolled SoCalREN public agencies to identify potential facilities for energy efficiency projects;
 - b) Conducting detailed energy audits and financial analyses on potential projects;
 - c) Meeting with public agency staff to review findings of energy audit and financial analysis;
 - d) Preparing a report and/or power point presentation for public agency staff or elected officials on project details. Reporting shall include, but will not be limited to:
 - Estimated cost savings and energy savings
 - List of measures
 - Financing Plan
 - Project timeline
- 3.1.5 **Provide Audit and Engineering support:** Once a project is identified, the Contractor shall be tasked with obtaining an agency's project commitment that communicates program services and records the agency's commitment to pursue a viable project prior to the investment of limited program resources.
- 3.1.5.1 EE PDP Contractor's Project Manager shall work with the designated engineer to complete a detailed facility or site visit and identify a preliminary list of recommended energy efficiency measures to present to the agency.
- 3.1.5.2 Contractor's engineer and EE PDP staff shall prepare audit calculations and a project proposal that recommends operational and maintenance improvements and/or upgrades to equipment and controls. The proposal shall detail the business case for the implementation of recommended energy measures by providing estimated project costs, energy bill savings, available incentives, and financing solutions for the package of measures.
- 3.1.5.3 Contractor shall support the preparation and submittal of an IOU incentive application package to reserve incentives and on-bill financing (OBF) available to the agency if applicable. Other financing options may also be applied for and pursued at this time.
- 3.1.5.4 The audit phase shall be completed by the Contractor in coordination with applicable program partners, such as IOU LGPs and third-party programs. Contractor shall coordinate among partners to ensure that a robust array of service offerings are provided to the agency, while also improving cost-effectiveness across programs and avoiding duplication of efforts.

- 3.1.6 **Offer Design and Procurement support to enrolled public agencies:** The EE PDP Contractor shall offer procurement support in the form of supplementary bid package materials and sample language as required.
- 3.1.7 **Assist in obtaining agency approval and preparing a detail project proposal:** The EE PDP Contractor's Project Manager shall be tasked to prepare a detailed project proposal package to assist agency staff with obtaining the necessary approvals for the project, which may include a staff report and draft resolution, scope of work, cost proposal, and any identified utility incentives and/or financing documents.
- 3.1.8 **Provide construction management support to public agencies:** The EE PDP Contractor's project management team shall offer construction management support throughout the process, including review of contractor submittals and verification that the work is performed in accordance with the design specifications to ensure the expected energy savings are achieved and incentives are captured.
- 3.1.9 **Support project completion and close out:** Once the project is installed and verified, the EE PDP Contractor's team shall work with the agency and contractor to collect the information required to submit the appropriate project close-out information to the applicable resource program so the agency can receive incentives and the savings can be accrued for the project. In addition, the EE PDP Contractor must provide the agency a survey to provide feedback on the impact of program services utilized to complete the energy efficiency project and how the program can improve.
- 3.1.10 **Capacity Building:** Outside of the project development services, enrolled agencies are able to access expertise, resources, shared procurement strategies, best practices, and lessons learned in order to leverage the collective knowledge and expertise of the SoCalREN to better reduce costs and address common barriers. The EE PDP provides access to resources including project managers, technical advisors, engineering firms, contractors, financial advisory services, utilities, and other industry participants. Regular peer-to-peer sharing is also offered through workshops, newsletters, and other outreach methods.
- 3.1.11 **Utility Coordination and stakeholder engagement:** Contractor shall coordinate, facilitate, and host regulator meetings and/or conference calls with IOU staff to provide overall PDP updates.
- 3.1.11.1 For each individual project completed through the PDP, the Contractor shall coordinate, facilitate, and host meetings with IOU and the public agency's staff to ensure the IOU understands the project details.
- 3.1.12 **Benchmarking Support Services:** Contractor shall offer benchmarking services to assist public agencies to meet California Benchmarking and Public Disclosure Program requirements and to facilitate the assessment of opportunities for facility improvements, and implement upgrades that result in quantifiable energy savings.

3.2 PROGRAM OPTIMIZATION

Concurrent with the implementation of the existing EE Project Delivery Program, the Contractor shall work with the SoCalREN administration and County's team to develop design improvements to heighten the program's impact and more efficiently capture energy savings.

3.2.1 For any program changes and design improvements, the Contractor shall:

- Provide SoCalREN administration and County staff with a timeline for implementation of program changes, clearly stipulating deadlines and deliverables, and noting any impacts to the current budget for CPM approval.
- Conduct outreach and provide education to stakeholders and program participants to ensure proper support for the design improvement
- Ensure that any change is compliant with relevant CPUC guidelines
- Provide support to SoCalREN administration and County staff to properly notify CPUC and other stakeholders of the program change.

3.3 Marketing

Contractor shall, using the existing SoCalREN brand and style guide, provide support to County staff and the REN-wide SoCalREN marketing consultant, but not limited to, the following tasks:

- Develop marketing collateral for the EE Project Delivery Program designed to provide education and increase program participation;
- Develop and produce marketing collateral for electronic, print and /or other media pursuant to the terms and conditions of ESSMA; and, further, shall obtain County approval in writing prior to dissemination, and update as needed;
- Research relevant industry events and marketing opportunities and create an event calendar for County staff;
- Maintain and populate a contact list of SoCalREN enrolled public agencies and other relevant stakeholders;
- Send monthly e-blasts to contact list to provide program information and share program successes;
- Quarterly Newsletter
 - (a) Compose and distribute a quarterly newsletter to be emailed to all program participants and stakeholders, including, but not limited to, the following information:
 - (b) Program updates and upcoming changes
 - (c) Program success stories
 - (d) Upcoming important dates
 - (e) New opportunities for program participation
- As requested by the County, provide PDP programmatic information to SoCalREN's REN-Wide marketing consultant to assist in the marketing of the SoCalREN DER DAC Program.

3.4 Event Support

3.4.1 Contractor shall assist County staff and the SoCalREN administration team in the preparation for any event or conference related to the administration of EE Project Delivery Program energy efficiency programs.

3.4.2 Contractor shall attend and participate in any event or conference related to public sector or the implementation of the EE Project Delivery Program energy efficiency program administration, as requested by the County.

3.4.3 Contractor shall attend and participate in Local Government Partnership and or local government agency meetings.

3.4.4 Contractor shall monitor for pertinent events, presenting opportunities to County staff, manage tasks associated with ensuring proper representation of the SoCalREN at sponsored and attended events.

3.5 Outreach and Education

3.5.1 Contractor shall develop and implement an outreach strategy targeted to recruit specific program participants: public agencies, energy leaders, industry professionals, and government councils, etc.

3.5.2 Contractor shall conduct outreach events specific to each program participant and shall be designed to educate those participants about their specific role in the program and available opportunities within the program.

3.5.3 Contractor shall develop an outreach strategy specifically targeted for properties in CPUC-designated hard to reach areas and disadvantaged communities.

3.6 Performance Objectives

3.6.1 Contractor shall meet outlined internal annual savings performance targets as approved by County management.

3.6.2 Quarterly evaluations of performance shall be conducted by County staff and Contractor to determine progress towards internal annual performance targets. If such progress is deemed less than anticipated, County staff and Contractor will work together to identify a Corrective Action Plan (CAP). A CAP shall be established, subject to County CPM approval, and adhered to by the Contractor; CAP be reevaluated by the County CPM at the next quarterly performance check-in.

3.7 Underserved and Disadvantaged Communities (DAC) Action Plan

3.7.1 Contractor shall develop an Action Plan to increase projects in CPUC-identified Disadvantaged Communities (DACs). Action Plan shall include, but not limited to:

- Identification of barriers to the completion of projects in DACs;
- Proposed solutions to addressing DAC barriers;
- Outreach plan to EE Project Delivery Program property owners within DACs;
- Education plan for raters, contractors, and building professionals on program opportunities within DACs.

3.7.2 DAC Implementation Plan format will be subject to CPM approval.

4.0 CONTRACTOR ADMINISTRATIVE RESPONSIBILITIES

4.1. Invoicing

Contractors shall adhere to all LAC, IOU, and/or CPUC invoicing policies, guidelines, requirements as applicable based on funding source and are subject to change at any time due to compliance directives. Contractors shall make their best effort to implement such invoice requirement changes as directed by LAC not to exceed 2 billing periods unless otherwise directed. Contractors shall be responsible for correctly accounting for all labor and expenses as applicable per LAC guidelines and/or CPUC guidelines, while assuming full responsibility and oversight of all sub-contractor invoicing. When funding source is non-CPUC funds, invoice requirements shall still apply as applicable. Contractors shall adhere to any funding source invoice and reporting requirements. Contractors shall be required to adhere to the following monthly invoicing requirements and guidelines.

- 4.1.1 Contractors and their sub-contractors are required to use the most recent Invoice Reporting (IR) Tool as directed by LAC staff.
- 4.1.2 Invoicing shall be monthly and transmitted to LAC no later than the 25th of the month for the prior month services.
- 4.1.3 Invoicing periods shall be on a calendar basis starting with the first day in the month to the last day of the month.
- 4.1.4 Invoicing shall include all services rendered in the invoice month including all sub-contractor(s) expenditures.
- 4.1.5 Invoices for unaccounted expenses, labor, and/or services rendered in periods of performance prior to the current month being invoiced will not be accepted after such months invoice has been approved for payment by County.
- 4.1.6 Expenses being invoiced shall have been incurred by contractor and/or sub-contractor.
- 4.1.7 Expenses for events, conferences, etc. shall not be expensed till such event has occurred and all final billings have been paid by contractor and/or sub-contractor.
- 4.1.8 Deposits such as for event venues, etc. will not be allowed to be expensed prior to the event concluding. All invoices must be final, no estimations will be accepted.
- 4.1.9 Labor and expenses associated with administrative and marketing tasks which impact the overall SoCalREN shall be identified as SoCalREN in the IR Tool.
- 4.1.10 All labor and expense entries must include a detailed description of the activity being billed for and included for each line as provided for in the IR Tool.
- 4.1.11 All expenses must meet County guidelines and receipts shall be provided for all expenses billed as required by County Expense guidelines.
- 4.1.12 Contractor will assist County with training the subcontractors on invoice requirements and submittal.
- 4.1.13 Contractors shall be required to provide a monthly narrative with the submittal of their invoice providing a high level report out of all programs managed including YTD goal and/or metrics status.