REGIONAL EVALUATION, MEASUREMENT & VERIFICATION FORUM

Request for Consultant

Proposals

(RFP)

Evaluation of the Regional EM&V Forum

Issued by:

Northeast Energy Efficiency Partnerships, Inc
April 12, 2011

Questions and Notice of Intent to Bid Due:
April 19, 2011, 4:00 PM (EST)

Proposals Due
May 3, 2011, 4:00 PM (EST)

RFP website

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EVALUATION OF THE REGIONAL EM&V FORUM

Executive Summary and Project Objectives

On behalf of the Regional Evaluation, Measurement and Verification Forum (Forum), Northeast Energy Efficiency Partnerships, Inc. (NEEP) is issuing this request for proposals. The Forum, established in 2008, is a regional project facilitated and managed by NEEP representing states in New England, New York and the mid-Atlantic. Its purpose is to develop common protocols to evaluate, measure, and report the impact of energy efficiency programs in the region, and to conduct joint research to support savings estimates, in order to build the credibility of energy efficiency benefits, and the transparency and understanding of supporting EM&V practices.

The Forum is undertaking a number of projects in 2011, including this effort to conduct an evaluation of the Forum ('the Project'), consistent with the Forum's Three-Year Plan (2009-2011). The purpose of the evaluation is to assess and document the Forum's activities and accomplishments to date, the extent to which it is meeting its value proposition, and to inform strategic planning for the Forum in the future. The evaluation will address and make recommendations, as appropriate, on Forum structure, function, scope and funding construct.

The evaluation approach is expected to include in-depth interviews with a sample of Forum participants and other stakeholders, as well as a survey, similar to the interviews and survey conducted in 2007 that informed the feasibility and creation of the Forum (see Appendix A). The final product of this Project will be a report, with findings and recommendations, and supporting documentation. Other deliverables will include a draft report on the research findings, participation in project subcommittee teleconferences, and presentations of results at one or two Forum meetings.

NEEP intends to enter into a contract with a consultant, selected on behalf of the Forum, as a result of this RFP process. The contractor will report to a NEEP project manager who will serve as the key contact for administrative purposes. A subcommittee of Forum members will provide oversight and guidance during the project, in recognition of the importance of independence in this evaluation.

It is intended that this work be started in mid May and it is essential that the work be completed by end of July 2011, with preliminary/draft findings available in early July. Final results are needed to inform the next Forum plan (2012), to support efforts to secure future grant and Forum state funding.

1. BACKGROUND

The Regional Evaluation, Measurement and Verification Forum (Forum) includes public and private sector representatives from the New England states, New York, Maryland, and the District of Columbia. The objective of the Forum is to support the successful expansion of demand-side resource policies and programs, by:

- Providing for consistent, credible and accessible savings data from demand resources to support state and regional energy, climate change and other environmental policy goals,
- Reducing the cost of evaluation, measurement and verification (EM&V) activities by leveraging resources across the region for studies of common interest, and
- Removing barriers to the participation of demand-side resources in regional markets by establishing regional protocols to be adopted by the states.

The Forum serves five core functions:
1. Provide a framework for multi-state agreement on consistent EM&V protocols;
2. Develop common/consistent protocols;
3. Coordinate multi-state research and evaluation;
4. Aggregate and provide access to state and regional level demand-side resource data, and
5. Provide access to, and visibility and technical support for Forum products and results.

The three key areas of the Forum's work are:

- Protocol Development: Focus is to consider and develop a) common/consistent protocols for EM&V characteristics (e.g. EM&V methods, precision/accuracy guidelines); b) common energy and demand savings assumptions, including stipulated values for common measures, input assumptions (e.g. measure life/persistence), and coincidence factors, and potential supporting on-line database; and c) common reporting formats for savings data and associated cost and emission reductions;
- Research & Evaluation: Focus is to undertake and support coordinated research and evaluation projects that serve as basis for protocol development (e.g. common assumptions). Examples of projects include savings load shape analyses (e.g. to inform coincidence factors); measure life and persistence studies; spillover and free-ridership approaches; and common measure cost input assumptions. Projects may include coordination of multi-state projects that involve a subset of the region; and
- Education and Information Access: Focus is to guide and help ensure Forum products and results (e.g. studies, reports, protocols, recommendations, references, etc.) are visible and readily accessible to stakeholders, while ensuring protection of any confidential information.

NEEP staff serve as facilitators, conveners, project managers and administrators for the Forum and its activities. A regionally representative Forum Steering Committee of stakeholders directs the Forum's agenda. Specific Forum projects are undertaken with the input and guidance of topical Project Committees, which recommend products to the Steering Committee for Forum adoption.

For more information on the Forum, please see: http://neep.org/emv-forum.

2. WORK SCOPE AND DELIVERABLES

Information in this Section is provided to assist potential bidders in developing their proposals; however, bidders are welcome to offer their own approach to meeting the Project objectives, including recommendations with respect to the tasks, project schedule and budget, given the Project objectives.

A. Overview

As indicated above, the Forum is tasked with conducting an evaluation of its activities to date, including accomplishments, progress towards its goals/objectives, and its value to Forum participants. The Evaluation will consist of three key tasks:

1. Develop interview guide and survey instrument, which will serve as basis of the evaluation;
2. Conduct interviews and survey with representative group(s) for Forum stakeholders;

3. Develop draft and final reports with interview and survey results, findings and recommendations; and
4. Participate and provide briefings in relevant Forum committee meetings/conference calls

TASK 1: Develop interview guide and survey instrument, which will serve as basis of the evaluation.

The nature of the interviews and survey topics/questions should address qualitative impacts of the Forum, include a process evaluation, as well as gather information to help inform strategic planning for the Forum beyond 2011, as follows:

Task 1A. Qualitative Impact Evaluation: Effectiveness of the EM&V Forum in Meeting its Goals, Objectives, and Value Proposition. The interview guide and survey should be designed to obtain Forum participants' assessment of:

1) The Forum's delivery on its goals and objectives and value proposition – focusing on assessing Forum impacts with regard to supporting state, regional and national EM&V needs, building credibility of efficiency as a resource in the short and long term (e.g., to support integration of energy efficiency with functions such as air quality and regional system planning).
2) The Forum's performance on its core functions, specifically:
   a. Protocol Development projects
   b. Research & Evaluation projects
   c. Education & Information Access activities
3) Whether and how Forum projects are being used and/or referenced in states, regionally and nationally.
4) Extent that Forum projects are providing savings to participants by leveraging resources to fund projects.

Task 1B. Process Evaluation: Effectiveness of EM&V Forum Organizational Structure, Budget and Revenue Plan, and Operations. The interview guide and survey should also be designed to obtain Forum participants' assessment of the Forum's:

1) *Organizational structure*, in particular whether such structure is consistent with and effective relative to the Forum Operational Guidelines and based on Forum participant experience to date, as it relates to:
   a. Committee structure (Steering Committee, Project Committees, subcommittees)
   b. Geographic representation (northeast, mid-Atlantic, other)
   c. Stakeholder representation (PUC and air regulatory staff, PA, ISO/RTO, etc.)
2) *Cost Allocation Framework and Revenue Structure,* specifically to determine the fairness and effectiveness of the Forum's cost allocation framework and revenue structure, and Forum agenda and budget planning process.
3) *Administration and Operations,* to evaluate the efficacy and efficiency of its operations, including:
   a. Facilitation of a wide range of Forum committee call/webinars/meetings
   b. Project management
   c. Supporting Forum procedures

Task 1C. Inputs to Strategic Planning: Consideration of Emerging or Anticipated Policies or Developments on Future of Forum. Through the stakeholder interviews/surveys, identify any forthcoming or anticipated changes in EE policy and/or EM&V landscape that could impact, influence or be guided by Forum's work going forward. Considerations may include:

1) National GHG regulations to be issued by US EPA
2) More comprehensive integration of EE into regional system planning, and or developments within the Eastern Interconnection Planning Collaborative Process
3) On-going national EM&V protocol and reporting development efforts
4) Integrating EM&V for demand response with energy efficiency
5) Smart grid and AMI capabilities to support EM&V practices
6) Access to consistently reported energy efficiency data and supporting analyses/benchmarking at the state and regional level
7) Other?

The consultant will design the interview/survey instruments, where such instruments will address the range of issues presented above. For context and reference, Appendix A provides the interview guide from the Forum feasibility study conducted in 2007. The list of potential interviewees, final interview guide and survey instrument will be reviewed and approved by NEEP staff and the project subcommittee.

Deliverable: Draft and final interview guide and survey instruments, approved by NEEP staff and project subcommittee.

TASK 2. Conduct interviews and survey with representative group(s) of Forum stakeholders

A minimum of 15-20 interviews with individuals or small groups of individuals will be conducted (by phone, or in person if economical), supplemented with a survey of a sample of Forum participants, covering geographic and stakeholder representation across the Forum. Where possible and cost-effective, one or more focus groups of Forum Steering Committee members may be conducted (e.g., at NECPUC or MACRUC meetings) to gather information in lieu of individual interviews (to be discussed and determined by NEEP and the project subcommittee). The consultant will be assisted by NEEP staff and the project subcommittee to develop a list of interviewees, working from the list of Forum participant organizations provided in Appendix B.

Deliverable: Conduct interviews and survey of Forum participants using interview guide and survey instrument approved by NEEP and project subcommittee.

TASK 3. Develop draft and final reports with interview and survey results, findings and recommendations

In this task the consultant will analyze the results of the interviews and survey and develop a draft and final report including findings and recommendations. The recommendations should use a "Start, Stop, Continue" construct for how the Forum should proceed beyond 2011. This will include identifying specific areas where Forum scope, construct, and operations should be expanded, discontinued, modified or otherwise developed going forward with regard to:

a. Forum core functions, with suggestions of example projects

b. Forum scope in terms of fuel sources covered (revisit oil, propane, demand response, distributed generation, per Three Year Plan)
c. Forum geographic scope
d. Forum stakeholders/audiences served
e. Forum cost allocation framework, revenue and budget plan/structure

Deliverable: Draft and final reports with findings from research, and supporting recommendations on Forum scope, operations and revenue plan for next three-year planning cycle (2012-14 period). Draft and final reports to be provided in Microsoft Word and Adobe Acrobat formats.

TASK 4. Participate and provide briefings in relevant Forum committee meetings/conference calls

This task involves participating in a range of Forum meetings as follows:

1) **Project Kick-Off Meeting.** Hold kick off meeting with NEEP project manager and a subcommittee of Forum members. This will be a conference call meeting to review and discuss scope, schedule and approach. Review objectives and expectations for subcommittee and broader Forum participant input in evaluation project.
2) **Subcommittee teleconference calls.** Participation in conference calls with NEEP and project subcommittee (up to 6 calls) to review draft and final materials.
3) **Presentation to Steering Committee:** Presentation, likely by webinar, to Forum Steering Committee (planned for mid-July) and Project Committees quarterly meeting on draft/final findings and recommendations.

Deliverable: Participation in meetings/calls, with meeting notes with action items

B. Project Management, Budget and Schedule

As noted earlier, NEEP will be the client and enter into a contract with a consultant. NEEP will have final say on scope issues, schedule and deliverables, and a NEEP project manager will serve as key contact for administrative purposes. However, in recognition of the importance of independence in this evaluation, the project subcommittee will play a significant role. The subcommittee will assist in selection of the bidder, providing broader Forum participant input to the project, and in review and input to draft and final documents. In addition to the subcommittee, Forum participants and Steering Committee members have opportunity to review final draft report. NEEP will be responsible for managing interactions between the Forum subcommittee, Forum participants, the Steering Committee that oversees the Forum, and the consultant.

It is intended that this work be started as early as possible in mid May and be completed by end of July 2011, according to the schedule provided below. This schedule is set in order to inform evaluation planning by Forum participants for 2012 program evaluations. The schedule is understood to be "aggressive" given the time it takes to conduct interviews during a short (6 week) timeframe. The project estimated schedule and budget is as follows:

- Project kick-off = May 16
- Conduct interviews/survey = May-June

- Draft Report and Recommendations = by July 6
- Present Draft Report/Recommendations to Steering Committee members = July 14
- Final Report and Recommendations = by end of July

The estimated budget for this project is $45,000.

SUMMARY OF TASKS AND DELIVERABLES

PROJECT TASKS	DELIVERABLES
Task 1 - Develop interview guide and survey instrument, which will serve as basis for the evaluation	*Draft and final interview guide and survey instruments, approved by NEEP staff and project subcommittee*
Task 2 - Conduct interviews and survey with representative group(s) of Forum stakeholders	*Conduct interviews and survey of Forum participants using interview guide and survey instrument approved by NEEP and project subcommittee*
Task 3 – Develop draft and final reports with interview and survey results, findings and recommendations	*Draft and final reports with findings from research, and supporting recommendations on Forum scope, operations, and revenue plan for next 3 year planning cycle (2012-2014 period). Draft and final reports to be provided in Adobe Acrobat and Word formats*
Task 4 – Participate and provide briefings in relevant Forum committee meetings/conference calls	*Participation in meetings/calls, with meeting notes and action items*

3. GENERAL SUBMITTAL INFORMATION

This Section of the RFP provides information for bidders concerning the submittal process, general requirements, schedule, and qualifications. Specific requirements for the content and preparation of bids are contained in Section 4.

A. Contact and Communications

All communications between bidders and NEEP are to be directed to:

Julie Michals, jmichals@neep.org 781-860-9177 x135

Cecily McChalicher, cmcchalicher@neep.org 781-860-9177 x138

Any unauthorized contact may result in the disqualification of the contacting firm's proposal(s).

Potential bidders are encouraged but not required to submit **a notification of intent to submit a proposal in response to this RFP by 4pm on April 19 to NEEP contacts above**. This information helps NEEP plan and administer the RFP.

B. Bidders' Q&A

Bidders may submit questions via e-mail for this RFP. A website has been established for this Project RFP: EM&V Forum RFP Website. **All questions submitted prior to 4pm on April 19 will be posted and answered on the website**. All questions and answers will be available to all respondents.

C. RFP Submittal Format and Due Date

Bidders are required to submit electronic versions of their proposal to:

Julie Michals, jmichals@neep.org

Cecily McChalicher, cmcchalicher@neep.org

The proposals should be submitted in both Microsoft WORD (97-2003) and Adobe Acrobat format. An electronic receipt will be sent to those who submit proposals on time.

Late submittals will be rejected.

Bidders are not required to submit print copies of their proposals.

The transmittal letter contained in the proposal package must have an electronic signature and must be signed by a person who is authorized to bind the proposing firm.

NEEP reserves the right to reject as non-responsive any proposals that do not contain the information requested in this RFP. NEEP is not liable for any costs incurred by any person or firm responding to this RFP or participating in best and final interviews.

D. RFP Schedule

RFP release	April 12
Intent to bid notice	April 19
Close of RFP question period	April 19
Electronic proposals due COB	May 3
Anticipated date of bidder selection	Week of May 9
Anticipated contract start date	May 16

The above schedule is subject to change by NEEP.

E. Minimum Qualifications

A single firm or a team of firms under a single primary contractor may submit bids.

Key staff members must have demonstrated experience delivering high-quality EM&V services and/or studies for system benefit charge funded DSM programs. Changes in proposed key staff members may not be made during the execution of the work without written approval of NEEP.

F. Modifications to the RFP

NEEP may modify the RFP prior to the date fixed for submission of proposals by the issuance of an addendum to all parties who have submitted a notice of intent to bid by the required date.

G. Post Proposal Negotiation and Awarding of Contracts

NEEP reserves the right to negotiate both price and non-price factors during any post-proposal negotiations with a finalist. NEEP has no obligation to enter into an Agreement with any respondent to this RFP and may terminate or modify this RFP at any time without liability or obligation to any respondent.

H. Acceptance of Terms and Conditions

The submission of a proposal to NEEP shall constitute a Bidder's acknowledgement and acceptance of all the terms, conditions and requirements of this RFP.

NEEP will utilize its standard Services Agreement to contract for the services provided in Appendix C of this RFP. **A list of any exceptions to this document should be returned with bidder's response, see Proposal Submittal Requirements below (Section VI)**.

I. All Submitted Proposals Become Exclusive Property of NEEP

All proposals submitted to NEEP pursuant to this RFP shall become the exclusive property of NEEP and may be used for any reasonable purpose by NEEP.

4. PROPOSAL SUBMITTAL REQUIREMENTS

A. Submission of Proposals

Proposals should provide straightforward and concise descriptions of the proposer's ability to satisfy the requirements of this RFP. Omissions, inaccuracies or misstatements will be sufficient cause for rejection of a proposal. Proposals not submitted as indicated may be rejected.

NEEP and the Forum are looking for proposals demonstrating creativity, expertise and experience in how bidders approach the work scope – not necessarily a detailed final approach. Once the consultant is selected, an initial task will be to review the scope and deliverables with the NEEP project manager, technical and policy advisor, and a Forum subcommittee.

Bidders are also invited to submit optional tasks and budgets if there are additional or tangential tasks that they believe would benefit the objectives of the Project.

All proposals must include the documents identified in Appendix D "Required Proposal Checklist". **Proposals not including the Checklist may be deemed non-responsive**.

B. Proposal Format

Bidders are requested to provide a concise yet complete description of the bidder's approach and capabilities for satisfying the required services outlined in this RFP. **Excessive length is discouraged.** In addition, bidders are encouraged to proactively present additional information and responses, not specifically requested, that help demonstrate understanding of this project's objectives and needs as well as bidder's creativity, experience, and/or expertise.

Proposals must adhere to the following set format (the numbers indicated are suggested maximum page limits):

- Proposal cover;
- Signed cover/transmittal letter;
- Table of Contents (include proposal date and page numbers on each page of proposal);
- Completed proposal checklist;
- Executive Summary (2 pages);
- Work Scope and Schedule (10 pages);
- Staffing and Subcontracting Plan (2 pages);
- Firm Qualifications and Experience (10 pages);
- Budget and Billing Rates (2 pages including tables);
- Exceptions to Contract Terms (if needed);
- Conflicts of Interest (if needed); and
- Appendix - Resumes (2 pages per resume).

The proposal cover must indicate the RFP name, the proposal date, bidder's name and list of subcontractors. The transmittal letter must also state that the person signing the letter is authorized to commit the bidding organization to the proposed work scope, budget and rates; that the information in the proposal is accurate; and that the proposal is valid for 90 days from the date of submittal.

For the checklist please use the form in Appendix D.

I. Section 1: Executive Summary

Section 1 of the proposal should contain a high level summary of the proposal including the approach to the tasks, key staff assigned to the effort, and the consultant's or bidding team's qualifications to perform the services sought through this RFP.

II. Section 2: Work Scope and Schedule

Section 2 of the proposal should discuss bidder's approach to Tasks defined in Section 2 of the RFP with consideration of the objectives defined in Section 1. Describe bidder's approaches to each of the work scope tasks with sufficient detail to distinguish the strengths and unique features of the bidder's team and approach. In terms of bidder's approach, an example of an item to cover would be how the bidder would approach a survey of EMV Forum participants.

Section 2 must include a schedule for performing the work. The schedule should be presented graphically and supplemented with text explanations needed to provide a complete understanding of the proposed timeline.

III. Section 3: Staffing and Subcontracting Plan

In Section 3 bidders are requested to provide a staffing plan. Note that assigned staff qualifications are more critical than firm qualifications and that staffing changes for key personnel are subject to approval by NEEP. In particular, a successful proposal will indicate one or more experienced principals that will direct and commit to the Project.

- Describe the roles of each of the positions listed in bidder's staffing plan.
- Identify the lead staff member assigned to manage the work, provide a short biography, and explain why he or she is qualified for this position. Describe this person's availability for the project, and the office where he or she will be based.
- Identify the key personnel to be assigned to this project, describe their responsibilities, and provide a paragraph biography for each person. Indicate availability and length of time commitment to project.
- Specify any anticipated subcontractors who will be used, roles, responsibilities, and proposed subcontractor mark-up percentage.

Include resumes for all individuals named in the staffing plan. Resumes and bios should describe relevant responsibilities from other projects that will help NEEP evaluate the qualifications and experience of key personnel. Please limit length of resumes to **two** pages and place in an appendix.

IV. Section 4: Firm Qualifications and Experience

Use this section to address bidding team's qualifications and experience, drawing on lessons learned and best practices experience. Bidders should also provide two to four references from current (preferred) or recent clients for whom they have performed projects that are relevant to the work scope. References should include a brief synopsis of specific services provided, company name and location, contact name, contact title, telephone number and, email address of the reference. In the event the bidder is forming a new organization to bid on this proposal, the bidder should provide the related references for the key staff members proposed for the project.

References should be included (two to four each) for any major subcontractors.

V. Section 5: Budget and Billing Rates

Using the two tables shown below, bidders must provide labor and other direct costs proposed for this project.

Budget Table 1. Billing Rates

Person	Title	2011 Hourly Billing Rate all inclusive)

Budget Table 2. Task by Task and Total Budget

Task	Personnel Assigned	Hours per Personnel Assigned	Labor Costs	Directs Cost (to be billed at cost to Consultant)	Per Task or Total Cost
1					
2					
3					
4					
5					
Total					

VI. Section 6: Exceptions to Contract Terms

Bidders must provide any requested exceptions to the Services Agreement included as Appendix C.

VII. Section 7: Conflicts of Interest

Bidders should identify, and address as they feel appropriate, potential situations that may be perceived as a conflict of interest in completing this work. Examples would be work performed implementing or evaluating programs in the Region. Such situations are not necessarily a conflict, and may speak to the bidder's qualifications, but should be disclosed.

VIII. Section 8 (Appendix): Resumes

Include resumes for key staff noting relevant experience and expertise.

5. Selection Process and Evaluation Criteria

NEEP and the project subcommittee will base their evaluation of proposals on a scoring matrix below. As noted above, the qualifications of key staff (principals) assigned to lead this Project and the amount of time (commitment) they commit to the Project will be weighed heavily.

RFP Evaluation Criteria/Scoring Matrix

Part A: Technical Approach
1. Proposal quality – comprehension and clarity regarding meeting project objectives and quality of proposed approach for meeting those objectives
2. Thoroughness and practicality of approach
3. Creativity of approach
Part B: Management Approach
1. Dedicated resources
2. Demonstrated management competence of key staff
3. Approach to use and management of subcontractors (if applicable)
Part C: Qualifications and Experience
1. Demonstrated competence and experience of key staff and firm(s)
2. References
Part D: Cost
1. Total costs
2. Billing rates and direct costs/subcontractor mark-up rates (if any)

APPENDIX A: REGIONAL EM&V CENTER/FORUM FEASIBILITY STUDY INTERVIEW GUIDE (NOVEMBER 2007)

Hello. My name is ________. I am calling from Nexus Market Research and I am conducting interviews on behalf of the Northeast Energy Efficiency Partnerships, or NEEP, to help create a vision of a Regional Demand-Side Resource Evaluation Measurement and Verification Center (or EM&V Center) and to assess the feasibility of developing such a center for the Northeast.

You were sent a copy of this interview guide and background information to review in advance of this discussion. Have you had a chance to review it?

1. YES. Thank you again for participating in this important study.
2. NO. We would like to conduct an interview at your convenience. Can you please tell me when it will be convenient for you to review the interview guide and discuss the topics presented?

The purpose of this interview is to provide feedback to help assess the feasibility of the potential scope, services, customers, structure and funding of a regional EM&V resource center. This feasibility study and development project is funded by the US EPA, the Energy Foundation, the New York State Energy Research and Development Authority, and Conservation Services Group. The questions in this interview guide include input NEEP received from the project Advisory Group at a kick off meeting on October 23, 2007.

B1. Please describe your professional responsibilities with respect to energy and environmental issues?

B2. What is your interest in EM&V issues? To what extent do your professional responsibilities involve issues relating to EM&V?

B3. Is it important to have a regional forum to address consistent EM&V protocols to implement state and regional policies that promote energy efficiency and other demand-side resources? Why?

B4. What is the appropriate territory that an EM&V Center should address given recent policy developments at the state and regional level? Why? Can you give me some examples?

   a. Electricity Reliability and Wholesale Capacity Markets (New England (ISO Forward Capacity Market), Mid-Atlantic states (PJM Reliability Pricing Model)
   b. Regional Greenhouse Gas Initiative (covering 10 states in Northeast)
   c. Ozone transport and State Implementation Plans (NESCAUM/OTC efforts covering New England, New York and New Jersey)
   d. State procurement policies (in states across the Northeast)

B5. Are there specific key functions that you think an EM&V Center should address?

Now I'd like to review five core functions that an EM&V Center could provide. Briefly these core functions can be grouped as: 1) protocols for estimating energy and demand savings, 2) research coordination and planning, 3) data collection, 4) information access, and 5) training and customized services. I am going to describe each core functions to you, and ask that you comment on the importance of these functions to your professional needs as well as specific tasks each function should cover.

1. One core function could be to <u>develop and support consistent state and regional EM&V protocols for estimating and reporting energy and demand savings, related data, and other related activities</u>. Do you have or anticipate a professional need for:
   a. Common definitions for EM&V terms
   b. Model best practices for EM&V methods for impact evaluations. (e.g., use of stipulated data and/or measured data in engineering models, use of measured data in regression analysis or in calibrated simulation models).
   c. Consistent input assumptions and algorithms to estimate energy and demand savings For example: Should a central on-line database of these assumptions and stipulated savings be developed and maintained?
   d. Common protocols for savings precision/accuracy, e.g., statistical significance
   e. Common protocols for estimating energy and demand savings to serve as the basis for calculating emission reductions (e.g., to support air quality planning for State Implementation Plans (SIP), and state/regional Climate Change Action Plans)
   f. Consistent protocols for determining cost-effectiveness of measures, projects and programs
   g. Models of best practices for different types of evaluations, including process evaluations, market assessments, etc. Specifically, what type(s) of evaluations would be of greatest value to you?
   h. Monitoring and coordinating activities with other regional and national EM&V efforts, e.g., including efforts to develop M&V standards/model business practices by the North American Energy Standards Board for demand response and energy efficiency resources, and EPA's National Action Plan on Energy Efficiency model M&V guide documents and application. Specifically, what other EM&V efforts are you interested in monitoring or coordinating with?
   i. (Other: [SPECIFY])

   Can you give some examples of specific services for this function, borrowing from above list if needed?

   Is it important for an EM&V center to include protocols for estimating energy and demand savings as one of its core functions? What is the importance, if any, to your organization and to other stakeholders?

   Would your organization consider sharing EM&V data with a regional center? Under what circumstances? [TO POLICYMAKERS] Would your agency consider adopting or supporting rules or regulations that would help to ensure use of common EM&V protocols in the region? Under what circumstances?

Are there any drawbacks you foresee to having an EM&V center develop common protocols for estimating energy and demand savings?

2. A second core function of an EM&V center could be <u>to coordinate planning for, and to facilitate jointly-funded, demand-side resource research and evaluation</u>. Do you have or anticipate a professional need for:
    a. Regional joint evaluation efforts to identify priority research/data needs – e.g., load shape analyses, baseline studies, persistence studies, etc.
    b. Multi-year evaluation plans to address near- and long-term needs
    c. Development of RFPs and management of research and evaluation contractors
    d. (Other: [SPECIFY])

   Can you give some examples of specific services for this function, borrowing from above list if needed?

   Is it important for an EM&V center to include research coordination and planning as one of its core functions? What is the importance, if any, to your organization and to other stakeholders?

   Are there any drawbacks you foresee to including research coordination and planning at an EM&V center?

3. A third core function of an EM&V center could be <u>to provide access to regional-level data including collecting, aggregating, analyzing and reporting data.</u> Do you have or anticipate a professional need for:
    a. State by state energy and demand savings and cost data, aggregated to regional level
    b. Aggregated estimated emission reductions (NOx, SO2, CO, CO2) from regional energy and demand savings
    c. Analysis of aggregated data relative to regional energy and environmental goals
    d. Coordination with other organizations to incorporate regional data in forecasts/models
    e. Development of regional energy and demand savings reports
    f. (Other: [SPECIFY])

   Can you give some examples of specific services for this function, borrowing from above list if needed?

   Is it important for an EM&V center to include data collection as one of its core functions?

   What is the importance, if any, to your organization and to other stakeholders?

   Are there any drawbacks you foresee to including data collection at an EM&V center?

4. A fourth core function of an EM&V center could be <u>to provide access to requirements, reports, studies and forums related to EM&V in the Northeast.</u> Do you have or anticipate a professional need for :

a. Posting and tracking changes to state and regional M&V requirements, including ISO/RTO M&V requirements, environmental protocols, etc. [Specifically what information would you most be interested in obtaining?]
b. An electronic repository of EM&V studies and reports from across the Northeast that would be coordinated with existing databases, e.g., CEE's evaluation database
c. Other: [SPECIFY]

Can you give some examples of specific services for this function, borrowing from above list if needed?

Is it important for an EM&V center to include information access as one of its core functions? What is the importance, if any, to your organization and to other stakeholders?

Are there any drawbacks you foresee to including information access at an EM&V center?

5. A fifth core function of an EM&V center could be <u>to provide presentations, training, and customized services to support the development and use of consistent regional EM&V protocols</u>. Do you have or anticipate a professional need for:
   a. Customer specific reports and technical assistance. For example: On fee for service basis or other?
   b. Training and briefings on EM&V topics, trends and developments For example: What topics? Audiences?
   c. Other: [Specify]

   Can you give some examples of specific services for this function, borrowing from above list if needed?

   Is it important for an EM&V center to include training and customized services as one of its core functions? What is the importance, if any, to your organization and to other stakeholders?

   Are there any drawbacks you foresee to including training and services at an EM&V center?

6. From your perspective, who do you think are the priority customers to be served by an EM&V Center?
   a. ____State Energy Regulators
   b. ____State Environmental Regulators
   c. ____Other state agencies (energy offices, policy planning, etc.)
   d. ____Federal agencies (e.g., FERC, DOE, EPA)
   e. ____Merchant providers of demand-side resources
   f. ____Regional transmission organizations
   g. ____Utilities and other administrators of ratepayer-funded demand-side resource programs

h. ____Energy users (e.g., institutional, commercial and industrial electric and gas customers)
i. ____Municipalities
j. ____(Other [define]) _______________

For each priority customer you mentioned above, could you please rate them on the priority they should receive on the following scale from 0 to 5 where 0 is "no priority at all" and 5 is "highest priority."

7. What fuel types would your ideal Regional EM&V center address?
    a. Electricity
    b. Natural Gas
    c. Fuel Oil
    d. Other (define)___________________________

    Are there any other fuels that should be addressed?

8. Of these fuel types, which do you think are important to address at the outset, and which do you think could be added later? When and why?

9. What technologies would your ideal Regional EM&V Center address?
    a. Energy Efficiency Products & Services,
    b. Demand Response/Load Management,
    c. Combined Heat and Power,
    d. Building Integrated or other Onsite Renewable Resources (examples: PVs on roof tops, solar hot water heating, etc.)
    e. Other (define)________________________

    Are there any other technologies that should be addressed?

10. Of these technologies, which do you think would be important to address at the outset and which could be added later? When and why?

11. Going back to the five core functions discussed earlier, which function(s) would be important to provide at the outset, which could be provided later, and/or which is not necessary to offer at all.
    1) Develop and support consistent state and regional EM&V protocols for estimating and reporting energy and demand savings and related data as well as other activities.
    2) Coordinate planning for and facilitate jointly funded demand-side resource research and evaluation.
    3) Provide access to regional-level data including collecting, aggregating, analyzing and reporting market and program data.
    4) Provide access to requirements, reports, studies and forums related to EM&V in the Northeast.
    5) Provide presentations, training, and customized services to support the development and use of consistent regional EM&V protocols.

12. Would you consider financially contributing to an EM&V center if it provided the services you've identified as valuable to your organization? Would you be interested in contributing to start up/establishment costs, or to on-going operating costs? [IF YES, CONTINUE, ELSE GO TO 14]

13. Do you have suggestions for what types of funding mechanisms would best work for your organization? What about the following for startup versus operating costs?
    a. An annual subscription service
    b. A grant or other form of overall project underwriting
    c. A fee for specific services
    d. Other [define]
    e. Not applicable

14. Would your organization be willing to contribute other resources to help bring an EM&V Center into fruition? For example, participation in an Advisory Group or on a Development Committee, or assistance with identifying and communicating with other potential customers for a Center.

15. Where should a Regional EM&V Center ideally be housed? For example:
    1) NEEP, a 501-c-3 non-profit, with a regionally representative Board of Directors
    2) Another existing non-profit entity
    3) A new non-profit entity
    4) An existing or new for-profit entity
    5) Other

    Please explain why?

    [IF NEEP] If NEEP established a high level Advisory Group to guide the EM&V Center's development and implementation, would this structure be workable to you?

    [IF YES] If so, could you please describe the roles and composition of the Advisory Group that you think would best address your needs and interests?

    [IF NO] If not, what type of structure would you suggest or prefer?

16. Overall, beyond what we've discussed so far, what could NEEP do within the first several years to ensure that an EM&V Center would successfully meet your needs?

17. Do you have any other comments that you would like to contribute to this process?

Thank you very much for your time. NEEP appreciates and values your input, and will use the information you have provided to inform the process of developing a regional EM&V Center plan.

APPENDIX B: FORUM PARTICIPANTS*

Connecticut *Department of Public Utilities* *Connecticut Light & Power* *United Illuminating* *Delaware* *Energy Office* *District of Columbia* *DC Sustainable Energy Utility* *District Dept. of the Environment* *Maine* *Public Utility Commission* *Maine Energy Trust* *Maryland* *Maryland Energy Administration* *Public Service Commission* *Baltimore Gas & Electric* *Allegheny Power* *Pepco Holdings, Inc.* *Southern MD Electric Co-op* *Massachusetts* *Dept of Public Utilities* *Dept. of Energy Resources* *Dept of Environmental Protection* *National Grid* *NSTAR* *Western Mass Electric Co.* *Cape Light Compact* *Unitil*	*New Hampshire* *NH Public Utilities Commission* *Public Service New Hampshire* *Unitil* *National Grid* *NH Electric Co-op* *New York* *Dept of Public Service (Public Service Commission)* *Central Hudson Gas & Electric* *Consolidated Edison* *National Grid* *NY State Energy Research & Development Authority* *New York Power Authority* *Long Island Power Authority* *Rochester Gas & Electric* *Rhode Island* *Public Utilities Commission* *National Grid* *Vermont* *Department of Public Service* *Efficiency Vermont*

* This list of Forum participants reflects those who are either Forum funders and/or participants.

APPENDIX C: NEEP PROFESSIONAL SERVICES AGREEMENT

Northeast Energy Efficiency Partnerships, Inc.
Consulting Agreement with CONSULTANT

This Agreement is made and entered into as of DATE by and between Northeast Energy Efficiency Partnerships, Inc. (hereinafter referred to as "NEEP"), a Massachusetts nonprofit corporation, and CONSULTANT of CONSULTANT'S ADDRESS (hereinafter referred to as "Contractor").

WHEREAS, Contractor is engaged in the business of providing consulting services, and

NOW, THEREFORE, in consideration of the promises, the mutual covenants and agreements herein contained, and other valuable consideration, the receipt, adequacy and sufficiency of which are hereby acknowledged, the parties do hereby agree as follows:

1. Scope of Services and Work

Contractor shall, at the direction of NEEP, perform the services outlined in **Attachment A** of this Professional Services Agreement: the Scope of Services and Budget.

2. Independent Consultant

Contractor shall at all times be deemed to be an independent consultant. Nothing contained in this Agreement shall be construed as creating the relationship of employer and employee between NEEP and Contractor.

3. Term

The period of performance shall begin on the date of this Agreement as set forth above and continue as outlined in **Attachment A**, the scope of Services and Budget.

4. Compensation and Payment

Services performed by Contractor will be billed on a time and expenses basis. An estimated budget is set forth in **Attachment A**. Total billings shall not exceed $CONTRACT AMOUNT. Following guidelines set forth in **Attachment B**, Contractor shall submit invoices indicating hours spent, tasks performed, and expenses incurred in connection with tasks set forth in **Attachment A**.

5. Indemnification

Contractor shall indemnify and hold NEEP harmless against all loss and expense resulting in any way from any negligent act or omission on the part of Contractor or resulting directly or indirectly from Contractor's negligent performance under this Agreement, except to the extent that any such loss or expense is due to the negligence of NEEP. Notwithstanding the above, in no event shall Contractor's liability exceed the amounts of insurance coverage in place by

Contractor at time of signing of this agreement, which coverage the Contractor must maintain until final completion and acceptance of the work.

6. Termination

a) This Agreement shall terminate upon completion of all services that Contractor has agreed to perform pursuant to Paragraph 1 above.

b) NEEP, by written notice, may terminate the Contract for any reason, with or without cause, in whole or in part, at any time. In the event of termination of the Agreement without cause, NEEP will make an equitable termination payment to Contractor based upon the percent of Work completed, which payment shall in no event exceed the estimated budget as set forth in **Attachment A**. NEEP shall have the right to terminate the Agreement for cause in the event the Contractor is responsible for repeated, persistent or substantial violations of the Agreement, fails to perform, or becomes unable to perform its obligations under this Agreement or fails to provide adequate assurances if requested in writing that it will perform its obligations under the Agreement.

c) The Contractor may terminate this Agreement upon 30 days notice to NEEP.

7. Assignment

Neither party may assign its obligations or rights under this Agreement without the written consent of the other party.

8. Subcontracts

Contractor may use subcontractors, as described in Article 7, to perform the service required hereunder but not charge to NEEP a rate higher than that in **Attachment A** for specific tasks.

9. Proprietary Rights

Upon payment to Contractor for the services outlined in **Attachment A**, the Scope of Services and Budget, all such Work shall be deemed to be Work made for hire and made in the course of the Services rendered hereunder, and all right, title, and interest in and to the Work, including intellectual property rights therein or thereto, shall vest solely in NEEP, and Contractor shall have no right, title, or interest in or to such Work. To the extent that title to any such Work may not, by operation of law, vest in NEEP or such Work may not be considered Work made for hire, all rights, title and interest herein, including all intellectual property rights therein or thereto, are hereby irrevocably assigned to NEEP. All such Work shall belong exclusively to NEEP, subject to the rights of any utilities or project sponsor which may have funded such Work, with NEEP having the right to obtain and to hold in its own name, patents, copyrights, registrations or such other protection as may be appropriate to the subject matter, and any extensions and renewal thereof,

10. Procurement

If Contractor awards subcontracts, Contractor shall make positive efforts to utilize small businesses, minority-owned firms, and women's business enterprises whenever possible. Contractor shall follow the six steps stated in 40 CFR 30.44(b).

11. Access to Books and Records

NEEP, and any of their duly authorized representatives, shall have access to any books, documents, papers, and records of Contractor which are directly pertinent to this contract for the purposes of making audits, examinations, excerpts and transcriptions.

12. Governing Law

Any actions arising out of this Agreement shall be governed by the laws of the Commonwealth of Massachusetts, and shall be brought in a state or federal court within the Commonwealth, which shall have exclusive jurisdiction thereof.

13. Notices

Any notice required to be given or otherwise given pursuant to this Agreement shall be in writing and shall be hand delivered, mailed by certified mail, return receipt requested, or sent by recognized overnight courier service as follows:

If to Contractor: CONTRACTOR NAME
STREET ADDRESS
CITY, STATE ZIP CODE

If to NEEP: Northeast Energy Efficiency Partnerships, Inc.
91 Hartwell Avenue
Lexington, MA 02421
Attn: James L. Godkins
Director of Financial & Administrative Services

14. Severability

If any term of this Agreement is held by a court of competent jurisdiction to be invalid or unenforceable, then this Agreement, including all of the remaining terms, will remain in full force and effect as if such invalid or unenforceable term had never been included.

15. Entire Agreement

This Agreement and all attachments hereto contain the entire agreement of the parties with respect to the matters covered herein and cannot be modified, except in writing signed by both parties.

IN WITNESS WHEREOF, the parties hereto have executed this Agreement by their duly authorized representatives on the day and year set forth below.

Northeast Energy Efficiency Partnerships, Inc.	CONSULTANT
By:	By:
Name: James L. Godkins	Name:
Title: Director of Financial & Administrative Services	Title:
Date:	Date:
EIN: 04-3323169	EIN / TIN:

ATTACHMENT A - Scope of Services and Budget

ADD SCOPE OF SERVICES AND BUDGET

ATTACHMENT B - Invoicing Guidelines

1. Invoice monthly for labor and expenses up to the approved budget.

   a. Invoices are due by the 20th of each month for services and expenses in the previous month.
   b. Invoices must be consistent with the approved scope of Work and not exceed the contract budget.

2. Invoices should be billed to:

   Northeast Energy Efficiency Partnerships, Inc.
   91 Hartwell Avenue
   Lexington, MA 02421
   Attn: James L. Godkins

3. Invoice documentation should include:

   a. Contractor's Taxpayer Identification number
   b. For contractor labor/services:
      (1) Total hours Worked during the billing period.
      (2) Approved billing rate.
      (3) Total amount billed for the month.
      (4) Overhead charges for billable hours.
      (5) Summary of activities during billing period.
   c. For expenses:
      (1) A list of expenses.
      (2) Receipts for all expenses.
      (3) Explanation of breakout for shared expenses as applicable (i.e., for travel costs shared with another project).
   d. For sub-contractors, a copy of each invoice to prime contractor including:
      (1) Total hours Worked during the billing period.
      (2) Billing rate.
      (3) Total amount billed for services.
      (4) Detail of expenses and supporting documentation.
      (5) Summary of activities during billing period.

4. Invoice must include a budget summary that indicates:

   a. Total Approved Budget
   b. Total of Previous Invoices
   c. Total Current Invoice
   d. Remaining Budget

5. Invoice should clearly indicate the name and address of the authorized person to whom

payment must be sent.

6. All invoice payments will be made payable the prime contractor, who is responsible for any and all payments to sub-contractors.

APPENDIX D: REQUIRED PROPOSAL CHECKLIST

REQUIRED PROPOSAL CHECKLIST

Bidder Information		
Name of Bidder:		
Contact Name:		
Contact Phone:		
Contact Email:		
Subcontractors:		
Evaluation Scope		
Proposal Checklist & Locator	Included	Section/Page
Proposal Cover		
Transmittal Letter – signed original		
1. Executive Summary		
2. Work Scope and Schedule		
Schedule Figure		
3. Staffing and Subcontracting Plan		
4. Firm Qualifications and Experience		
References		
5. Budget and Billing Rates		
Budget Tables		
6. Exceptions to Contract Terms		
7. Conflicts of Interest		
8. Resumes (Appendix)		