

## Exhibit A SCOPE OF WORK

### TECHNICAL TASK LIST

Task #	CPR	Task Name
<b>1</b>	<b>N/A</b>	<b>ADMINISTRATION</b>
1.1		Attend Kick-off Meeting
1.2		CPR Meetings
1.3		Final Meeting
1.4		Monthly Progress Reports
1.5		Final Report
1.6		Identify and Obtain Leverage Funds
1.7		Identify and Obtain Required Permits and CEQA Review
1.8		Electronic File Format
1.9		Prevailing Wage Determinations and Weekly Certified Payrolls
1.10		Historic Preservation Consultation
1.11		Waste Management Plan
<b>2</b>		<b>PROGRAM DEVELOPMENT AND MANAGEMENT</b>
2.1		Overall Home Performance Program Development and Management
2.2	X	Prescriptive Level Program Development
2.2.1		Prescriptive Level Program Management
2.3	X	Performance Level Program Development
2.3.1		Performance Level Program Management
2.4	X	Neighborhood Approach Program Development
2.4.1		Neighborhood Approach Program Management
2.5	X	HERS II Audits Development
2.5.1	X	CRP HERS II Audits
2.5.2	X	SHRA HERS II Audits
2.5.3	X	HVAC/SMUD Loan HERS II Audits
2.5.4	X	HERS II Audits Management
2.6	X	Multifamily Approach Program Development
2.6.1		Multifamily Approach Program Management
2.7	X	Basic Audit Program Development
2.7.1		Basic Audit Program Management
2.8	X	Marketing
2.9	X	Workforce Development and Training

## KEY NAME LIST

Task #	Key Personnel	Key Subcontractor(s)	Key Partner(s)
1	Leilani Barnett Ali Crawford		
2.1	Leilani Barnett Ali Crawford		
2.2	Janis Erickson	Bob Knight CBPCA	
2.3	Janis Erickson James Mills	Bob Knight CBPCA	
2.4	Bruce Ceniceros New Program Manager		Brian Kennedy ConSol
2.5	Michelle Giles New Program Manager	Joan Graham CRP	Chris Pahule SHRA
2.6	Stephen Franz Misha Sarkovich	Selection Pending Multifamily Administrator	
2.7	New Planner New Program Manager	Selection Pending Basic Audit Administrator	
2.8	Caryn Fisher	Selection Pending Marketing Firm	
2.9	Jodi Newman Cordone	Sandy Kirschenmann/LRCCD Bruce Mast/BIG	

## ACRONYMS

*Specific terms and acronyms used throughout this work statement are defined as follows:*

Acronym	Definition
ARRA	American Reinvestment and Recovery Act
BIG	Build It Green
BPI	Building Performance Institute
CBPCA	California Building Performance Contractors Association
CCRBRP	California Comprehensive Residential Building Retrofit Program
CEQA	California Environmental Quality Act
CPR	Critical Project Review
CRP	Community Resource Project
DOE	Department of Energy
HERS II	Home Energy Rating System Phase II
HP	Home Performance
HPwES	Home Performance with ENERGY STAR

<b>Acronym</b>	<b>Definition</b>
HVAC	Heating, Ventilating and Air Conditioning
IOU	Investor Owned Utility
LRCCD	Los Rios Community Colleges District
M&V	Measurement and Verification
MLS	Multiple Listing Service
MOU	Memorandum of Understanding
NEAT	National Energy Audit Tool
NSP	Neighborhood Stabilization Program
PAC	Project Advisory Committee (Sacramento Regional Energy Alliance)
POU	Public Owned Utility
RFP	Request for Proposal
SEP	State Energy Program
SETA	Sacramento Employment and Training Agency
SHRA	Sacramento Housing Redevelopment Agency
SMUD	Sacramento Municipal Utility District
SREA	Sacramento Regional Energy Alliance
UCC.1	Uniform Commercial Code (Financing Statement)

## **DEFINITIONS**

The following definitions apply throughout this Agreement:

**“Contractor”** means the entity that receives funding directly from the Energy Commission under this Agreement. The Contractor is defined as a “subrecipient” under Federal law (see Office of Management and Budget (OMB) Circular A-133, Subpart A, Section .105 and Subpart B, Section .210).

**“Subaward”** means an award made by the Contractor to a subawardee or vendor.

**“Subawardee”** means any entity other than a vendor that receives funding from the Contractor to carry out or support any portion of this Agreement.

**“Subcontractor”** means a subawardee or vendor.

**“Vendor”** means any entity defined as such by OMB Circular A-133 (see Subpart A, Section .105 and Subpart B, Section .210).

## **Problem Statement**

The Sacramento region has high rates of unemployment and a shortage of skilled professionals to effectively address the whole-house energy efficiency of residences. The Home Performance (HP) Program is designed to train and develop a highly skilled workforce to create jobs and stimulate the economy through a comprehensive program to implement energy retrofits in existing residential buildings.

## **Goal of the Agreement**

The goal of this Agreement is to utilize SEP funding and extensive leverage funding to deliver a multi-component HP Program to bring energy efficiency audits and home performance retrofits to the Sacramento region. The program will be delivered through the Sacramento Regional Energy Alliance (SREA), a collaborative consortium of the Sacramento Municipal Utility District, the County of Sacramento, the Cities of Sacramento, Rancho Cordova, Citrus Heights, Elk Grove, Folsom and Galt, Los Rios Community College District (LRCCD), Sacramento Employment and Training Agency (SETA), Community Resource Project (CRP, local weatherization program administrator), and the Sacramento Housing Redevelopment Agency (SHRA, local administrator of the Neighborhood Stabilization Program) with subcontractor support from Build It Green and California Building Performance Contractors Association (CBPCA), and partner support from ConSol, Build America Cooperative Agreement recipient.

## **Objectives of the Agreement**

The objectives of this Agreement are to provide Home Energy Rating System Phase II (HERS II) audits and/or home performance retrofits to 15,150 homes, preserve or create 1,148 jobs, ensure high quality retrofits to 1,050 low-income homes and 100 moderate-income foreclosed, purchased and renovated homes, create significant demand for building science professionals providing the catalyst for technological advances, and provide significant and permanent energy savings in Sacramento households that will free up disposable income and have long-term economic benefits. HP will pursue these objectives through California Comprehensive Residential Building Retrofit Program Tiers I, II and III. HP will leverage \$8.8 million from SHRA through NSP funding and \$1.5 million from CRP through weatherization funding to make energy efficiency retrofits to the homes of low and moderate-low income Sacramento residents. The Program will develop a training partnership with SETA and LRCCD to train contractors in auditing and building performance science. With the leverage of \$600,000 from Consol's Build America Cooperative Agreement with the Department of Energy, HP for Neighborhoods will deliver both a prescriptive approach and a performance-based approach to retrofit 2,000 homes in target neighborhoods in Sacramento. HP for Multifamily will pilot a comprehensive multi-family retrofit model, which achieves an initial 20% savings and provides a blueprint to attain up to 40% savings through a multi-year investment plan. SMUD and SREA partners will conduct a sophisticated marketing program, founded on SMUD customer research, to foster ongoing awareness, education, consideration and participation in HP programs. In parallel with HP, SREA will be implementing a property tax based financing (AB 811) program in the region that will facilitate participation in the HP programs. Ultimately, HP seeks to preserve and create "green," energy efficiency auditing, rating, contracting, retrofitting, measurement and verification jobs, and will result in 16,756 tons of CO<sub>2</sub> emission reductions per year to support California's Energy Action Plan goal.

## **TASK 1 - ADMINISTRATION**

### **MEETINGS**

#### **Task 1.1 Attend Kick-off Meeting**

The goal of this task is to establish the lines of communication and procedures for implementing this Agreement.

#### **The Contractor shall:**

- Attend a “kick-off” meeting with the Commission Contract Manager, the Contracts Officer, and a representative of the Accounting Office. The Contractor shall bring their Project Manager, Contracts Administrator, Accounting Officer, and others designated by the Commission Contract Manager to this meeting. The administrative and technical aspects of this Agreement will be discussed at the meeting. Prior to the kick-off meeting, the Commission Contract Manager will provide an agenda to all potential meeting participants.

The administrative portion of the meeting shall include, but not be limited to, the following:

- Terms and conditions of the Agreement
- CPRs (Task 1.2)
- Leverage fund documentation (Task 1.6)
- Permit documentation (Task 1.7)
- Training on ARRA SEP reporting requirements

The technical portion of the meeting shall include, but not be limited to, the following:

- The Commission Contract Manager’s expectations for accomplishing tasks described in the Scope of Work
- An updated Schedule of Deliverables
- An updated Gantt Chart
- Progress Reports (Task 1.4)
- Final Report (Task 1.5)

The Commission Contract Manager shall designate the date and location of this meeting.

#### **Contractor Deliverables:**

- An Updated Schedule of Deliverables
- An Updated Gantt Chart
- An Updated List of Leverage Funds
- An Updated List of Permits

#### **Commission Contract Manager Deliverables:**

- Kick-off meeting agenda to all potential participants
- Final Report Instructions
- Commission Contract Manager approval of Contractor Deliverables

## **Task 1.2 CPR Meetings**

The goal of this task is to determine if the project should continue to receive Energy Commission funding to complete this Agreement and if it should, whether there are any modifications that need to be made to the tasks, deliverables, schedule or budget.

CPRs provide the opportunity for frank discussions between the Energy Commission and the Contractor. CPRs generally take place at key, predetermined points in the Agreement, as determined by the Commission Contract Manager and as shown in the Technical Task List on page 1 of this Scope of Work, and in the Schedule of Deliverables in Exhibit A, Attachment A-1. However, the Commission Contract Manager may schedule additional CPRs as necessary, and any additional costs will be borne by the Contractor.

Participants include the Commission Contract Manager and the Contractor, and may include the Commission Contracts Officer, other Energy Commission management and staff, as well as other individuals selected by the Commission Contract Manager to provide support to the Energy Commission.

### **The Commission Contract Manager shall:**

- Determine the location, date and time of each CPR meeting with the Contractor. These meetings generally take place at the Energy Commission, but they may take place at another location.
- Send the Contractor the agenda and a list of expected participants in advance of each CPR. If applicable, the agenda shall include a discussion on both leveraged funding and permits.
- Conduct and make a record of each CPR meeting. One of the outcomes of this meeting will be a schedule for providing the written determination described below.
- Determine whether to continue the project, and if continuing, whether or not to modify the tasks, subtasks, schedule, deliverables, and budget for the remainder of the Agreement, including not proceeding with one or more tasks. If the Commission Contract Manager concludes that satisfactory progress is not being made, this conclusion will be referred to the Energy Commission's ARRA Committee for its concurrence.
- Provide the Contractor with a written determination in accordance with the schedule. The written response may include a requirement for the Contractor to revise one or more deliverables that were included in the CPR. The written determination may also include the Energy Commission's decision on the amount of ARRA SEP funds to encumber into the Agreement.

### **The Contractor shall:**

- Prepare a CPR Report for each CPR meeting that discusses the progress of the Agreement toward achieving its goals and objectives. This report shall include recommendations and conclusions regarding continued program activities. This report shall be submitted along with any other deliverables identified in this Scope of Work. These documents shall be submitted to the Commission Contract Manager

and any other designated reviewers at least 5 working days in advance of each CPR meeting.

- Present the required information at each CPR meeting and participate in a discussion about the Agreement.

**Contractor Deliverables:**

- CPR Reports
- Other CPR deliverables as identified in the Scope of Work

**Commission Contract Manager Deliverables:**

- Agenda and a List of Expected Participants
- Schedule for Written Determination
- Written Determination
- Commission Contract Manager's approval of Contractor Deliverables

**Task 1.3 Final Meeting**

The goal of this task is to closeout this Agreement.

**The Contractor shall:**

- Meet with the Energy Commission to present findings, conclusions, and recommendations. The final meeting must be completed during the closeout of this Agreement.

This meeting will be attended by, at a minimum, the Contractor, the Commission Contracts Officer, and the Commission Contract Manager. The technical and administrative aspects of Agreement closeout will be discussed at the meeting, which may be two separate meetings at the discretion of the Commission Contract Manager.

The technical portion of the meeting shall be a presentation of findings, conclusions, and recommended next steps (if any) for the Agreement. The Commission Contract Manager will determine the appropriate meeting participants.

The administrative portion of the meeting shall be a discussion with the Commission Contract Manager and the Contracts Officer about the following Agreement closeout items:

- What to do with any state-owned equipment (options)
- The need to file UCC.1 form re: Energy Commission's interest in patented technology
- Energy Commission's request for specific "generated" data (not already provided in Agreement deliverables)
- The need to document Contractor's disclosure of "subject inventions" developed under the Agreement
- "Surviving" Agreement provisions, such as repayment provisions and confidential deliverables

- Final invoicing and release of retention
- Preparation of a schedule for completing the closeout activities for this Agreement.

**Contractor Deliverables:**

- Written documentation of meeting agreements and all pertinent information
- Schedule for completing closeout activities

**Commission Contract Manager Deliverables:**

- Commission Contract Manager approval of Contractor Deliverables

**REPORTING**

**See Exhibit D, Reports/Deliverables/Records and Exhibit E, Reporting and Registration Requirements Under Section 1512 of ARRA.**

**Task 1.4.1 Monthly Progress Reports**

The goal of this task is to periodically verify that satisfactory and continued progress is made towards achieving the program implementation objectives of this Agreement. This task includes the mandatory reporting activities for the ARRA SEP programs listed in the “Reporting and Registration Requirements under Section 1512 of ARRA” paragraph of Exhibit E. This task will incorporate other reports described below as agreed to in the Implementation Plan.

**The Contractor shall:**

- Prepare progress reports which summarize all Agreement activities conducted by the Contractor for the reporting period, including an assessment of the ability to complete the Agreement within the current budget and any anticipated cost overruns. Each progress report is due to the Commission Contract Manager within three (3) working days after the end of the reporting period. Attachment A-2, Progress Report Format, provides the recommended specifications.

**Contractor Deliverables:**

- Monthly Progress Reports, to include meeting minutes and program status updates

**Commission Contract Manager Deliverables:**

- Commission Contract Manager’s approval of Contractor Deliverables

**Task 1.4.2 Invoices**

The goal of this task is to tender all invoices in a timely fashion and in conformity with Energy Commission invoicing procedures.

**The Contractor shall:**

- Prepare and submit all contract expenses at each stage identified in the program schedule to the Energy Commission’s Accounting Office.
- Monitor payment of all subcontractor invoices and disburse funds as appropriate.

**Contractor Deliverables:**

- Invoices for all allowable project expenses
- Documentation as needed to support the invoices

**Commission Contract Manager Deliverables:**

- Commission Contract Manager's approval of Contractor Deliverables

**Task 1.5 Final Report**

The goal of this task is to prepare a comprehensive written Final Report that describes the original purpose, approach, results, and conclusions of the work performed under this Agreement. The Commission Contract Manager shall review and approve the Final Report. The Final Report must be completed on or before the termination date of the Agreement. The Contractor shall follow guidelines provided by the Commission Contract Manager in preparing the Final Report.

The Final Report shall be a public document. If the Contractor has obtained confidential status from the Energy Commission and will be preparing a confidential version of the Final Report as well, the Contractor shall perform the following subtasks for both the public and confidential versions of the Final Report.

**Task 1.5.1 Final Report Outline****The Contractor shall:**

- Prepare a draft outline of the Final Report.
- Submit the draft outline of Final Report to the Commission Contract Manager for review and approval. The Commission Contract Manager will provide written comments back to the Contractor on the draft outline within ten (10) working days of receipt. Once agreement has been reached on the draft, the Contractor shall submit the final outline to the Commission Contract Manager in a time period approved by the Commission Contract Manager. The Commission Contract Manager shall provide written approval of the final outline within five (5) working days of receipt.

**Contractor Deliverables:**

- Draft Outline of the Final Report
- Final Outline of the Final Report

**Commission Contract Manager Deliverables:**

- Commission Contract Manager's approval of Contractor Deliverables

**Task 1.5.2 Final Report****The Contractor shall:**

- Prepare the draft Final Report for this Agreement in accordance with the approved outline.
- Submit the draft Final Report to the Commission Contract Manager for review and comment. The Commission Contract Manager will provide written comments within ten (10) working days of receipt.

- Submit one bound copy of the Final Report with the final invoice.

**Contractor Deliverables:**

- Draft Final Report
- Final Report

**Commission Contract Manager Deliverables:**

- Commission Contract Manager's approval of Contractor Deliverables

**LEVERAGE FUNDS, PERMITS, AND ELECTRONIC FILE FORMAT**

**Task 1.6 Identify and Obtain Leverage Funds**

The goal of this task is to ensure that the leverage funds planned for this Agreement are obtained for and applied to this Agreement during the term of this Agreement.

The costs to obtain and document leverage fund commitments are not reimbursable through this Agreement. While the ARRA budget for this task will be zero dollars, the Contractor may utilize leverage funds for this task. Leverage funds shall be spent concurrently or in advance of ARRA funds during the term of this Agreement. Leverage funds must be identified in writing, and the associated commitments obtained before the Contractor can incur any costs for which the Contractor will request reimbursement.

**The Contractor shall:**

- Prepare a letter documenting the leverage funding committed to this Agreement and submit it to the Commission Contract Manager at least two (2) working days prior to the kick-off meeting:
  1. If no leverage funds were part of the proposal that led to the Energy Commission awarding this Agreement and none have been identified at the time this Agreement starts, then state such in the letter.
  2. If leverage funds were a part of the proposal that led to the Energy Commission awarding this Agreement, then provide in the letter a list of the leverage funds that identifies:
    - The amount of each cash leverage fund, its source, including a contact name, address and telephone number, and the task(s) to which the leverage funds will be applied.
    - The amount of each in-kind contribution, a description, documented market or book value, and its source, including a contact name, address and telephone number, and the task(s) to which the leverage funds will be applied. If the in-kind contribution is equipment or other tangible or real property, the Contractor shall identify its owner and provide a contact name, address and telephone number, and the address where the property is located.
    - A copy of the letter of commitment from an authorized representative of each source of cash leverage funding or in-kind contributions that these funds or contributions have been secured.

- Discuss leverage funds and the implications to the Agreement if they are significantly reduced or not obtained as committed, at the kick-off meeting. If applicable, leverage funds will be included as a line item in the progress reports and will be a topic at CPR meetings.
- Provide the appropriate information to the Commission Contract Manager if during the course of the Agreement, additional leverage funds are received.
- Notify the Commission Contract Manager within 10 working days if during the course of the Agreement, existing leverage funds are reduced. Reduction in leverage funds may trigger an additional CPR.

**Contractor Deliverables:**

- A letter regarding leverage funds are provided
- Letter(s) for new leverage funds, if applicable
- A copy of each leverage fund commitment letter (alternately may substitute Memorandums of Understanding signed by all parties, and/or City Board of Supervisors resolutions, and/or Departmental budget documents indicating leveraged funds have been committed and are available to support the Program)
- Letter that leverage funds were reduced, if applicable

**Task 1.7 Identify and Obtain Required Permits and CEQA Review**

The goal of this task is to obtain all permits (and cooperate with the lead agency's CEQA review, if applicable) required for work completed under this Agreement in advance of the date they are needed to keep the Agreement schedule on track.

Permit costs and the expenses associated with obtaining permits are not reimbursable under this Agreement. While the ARRA budget for this task will be zero dollars, the Contractor shall show leverage funds for this task. Permits must be identified in writing and obtained before the Contractor can incur any costs related to the use of the permits for which the Contractor will request reimbursement.

**The Contractor shall:**

- Prepare a letter documenting the permits required to conduct this Agreement and submit it to the Commission Contract Manager at least 2 working days prior to the kick-off meeting:
  1. If there are no permits required at the start of this Agreement, then state such in the letter.
  2. If it is known at the beginning of the Agreement that permits will be required during the term of the Agreement, provide in the letter:
    - A list of the permits that identifies the:
      - Type of permit
      - Name, address, and telephone number of the permitting jurisdictions or lead agencies
    - A schedule the Contractor will follow in applying for and obtaining these permits.

- The list of permits and the schedule for obtaining them will be discussed at the kick-off meeting, and a timetable for submitting the updated list, schedule, and the copies of the permits will be developed. The implications to the Agreement if the permits are not obtained in a timely fashion or are denied will also be discussed. If applicable, permits will be included as a line item in the progress reports and will be a topic at CPR meetings.
- If during the course of the Agreement additional permits become necessary, then provide the appropriate information on each permit and an updated schedule to the Commission Contract Manager.
- As permits are obtained (including air quality), send a copy of each approved permit to the Commission Contract Manager.
- Submit copies of any documents prepared pursuant to CEQA to the Commission Contract Manager.
- If during the term of the Agreement permits are not obtained on time or are denied, notify the Commission Contract Manager within 5 working days. Either of these events may trigger an additional CPR.

**Contractor Deliverables:**

- A letter documenting the permits or stating that no permits are required
- An updated list of permits as they change during the term of the Agreement
- An updated schedule for acquiring permits as it changes during the term of the Agreement
- A copy of each approved permit (including air quality) and any documents prepared pursuant to CEQA

**Task 1.8 Electronic File Format**

The goal of this task is to unify the formats of electronic data and documents provided to the Energy Commission as contract deliverables. Another goal is to establish the computer platforms, operating systems, and software that will be required to review and approve all software deliverables.

**The Contractor shall:**

- Deliver documents to the Commission Contract Manager in the following formats:
  - Data sets shall be in Microsoft (MS) Access or MS Excel file format
  - PC-based text documents shall be in MS Word file format
  - Documents intended for public distribution shall be in PDF file format, with the native file format provided as well
  - Project management documents shall be in MS Project file format.
- Transmit Confidential Information (as defined by Contractor's own administrative policy) using a Contractor-approved secure communication method, if applicable.
- Request exemptions to the electronic file format in writing at least 90 days before the deliverable is submitted.

**Contractor Deliverables:**

- A letter requesting exemption from the Electronic File Format, if applicable
- Filing of reports and invoices in electronic format

**Commission Contract Manager Deliverables:**

- Commission Contract Manager's approval of Contractor Deliverables

**Task 1.9 Prevailing Wage Determinations and Weekly Certified Payrolls*****(applicable only if the Contractor or subcontractors will perform installation work)***

The goal of this task is to ensure that the Contractor and subcontractors pay prevailing wage rates and submit weekly certified payrolls for all workers that perform labor and mechanic work to achieve the goals and objectives of this Agreement. This requirement applies even to subcontracts paid for entirely with cost share funds under this Agreement.

**The Contractor shall:**

- Submit to the Commission Contract Manager a copy of applicable wage determinations for any and all labor and mechanic work that will be performed to achieve the goals and objectives of this Agreement (including any subcontract) within thirty (30) days of execution of this Agreement. If subcontractors will perform labor and mechanic work, the Contractor must submit a copy of applicable wage determinations to the Commission Contract Manager within thirty (30) days of execution of the subcontracts.
- Submit to the Energy Commission on a weekly basis a copy of all certified payrolls by the Contractor and subcontractors of any tier performing labor and mechanic work to achieve the objectives of this Agreement. Exhibit E, Section 2.M of this Agreement (Davis-Bacon Act and Contract Work Hours and Safety Standards Act) provides the required specifications for certified payrolls.

**Contractor Deliverables:**

- Copies of applicable wage determinations
- Weekly certified payrolls

**Commission Contract Manager Deliverables:**

- Commission Contract Manager's approval of Contractor Deliverables

**Task 1.10 Historic Preservation Consultation**

The goal of this task is to ensure that the Contractor complies with the requirements of Section 106 of the National Historic Preservation Act (NHPA) prior to expenditure of SEP funds under this Agreement to alter any structure or site. The Energy Commission has executed a Programmatic Agreement with the California State Historic Preservation Officer (SHPO) to streamline the Section 106 consultation process. Under the Programmatic Agreement, the Energy Commission will evaluate projects to determine whether they are categorically excluded from the SHPO's direct review and consultation.

**The Contractor shall:**

- Consult with the Energy Commission (and with the SHPO and the Tribal Historic Preservation Officer, if applicable) to ensure that the proposed project(s) will have no adverse effects on historic resources.

- Prepare a Consultation Package as specified by the Energy Commission no later than thirty (30) days after the execution of this Agreement or the identification of the project structure(s) or site(s) to be retrofitted under the Agreement, whichever is later. The Energy Commission may specify an earlier time for submittal of the Consultation Package if retrofit work is expected to begin within less than thirty (30) days of project identification.

**Contractor Deliverables:**

- Consultation Package for each project

**Commission Contract Manager Deliverables:**

- Commission Contract Manager's approval of Contractor Deliverables

**Task 1.11 Waste Management Plan**

The goal of this task is to ensure that the Contractor submits a Waste Management Plan to the Commission Contract Manager prior to expenditure of SEP funds under this Agreement on proposed project activities that may generate any sanitary or hazardous waste. The Waste Management Plan must describe the Contractor's plan to dispose of any sanitary or hazardous waste generated by any proposed project activities. Sanitary and hazardous waste includes, but is not limited to: construction and demolition debris, old light bulbs, fluorescent ballasts and lamps, piping, roofing material, discarded equipment, debris, and asbestos. The Waste Management Plan must also describe the categories and estimated volumes of waste that the Contractor anticipates will be generated by any proposed project activities, and the disposal path for each category of waste.

The plan must comply with all federal, state, and local laws and regulations governing waste disposal.

**The Contractor shall:**

- Submit to the Commission Contract Manager a Waste Management Plan for each project no later than thirty (30) days after the execution of the Agreement or the identification of any projects that may generate waste, whichever is later. The Energy Commission may specify an earlier time for submittal of the Waste Management Plan if retrofit work is expected to begin within less than thirty (30) days of project identification.

**Contractor Deliverables:**

- Waste Management Plan for each project

**Commission Contract Manager Deliverables:**

- Commission Contract Manager's approval of Contractor Deliverables

## TECHNICAL TASKS

Unless otherwise specified in the individual task in this section, the Contractor shall submit a draft of each deliverable listed in the Technical Tasks to the Commission Contract Manager for review and comment in accordance with the approved Schedule of Deliverables. The Commission Contract Manager shall provide written comments back to the Contractor on the draft deliverable within 10 working days of receipt. Once agreement has been reached on the draft, the Contractor shall submit the final deliverable to the Commission Contract Manager. The Commission Contract Manager shall provide written approval of the final deliverable within five (5) working days of receipt. Key elements from the Technical Task deliverables shall be included in the Final Report for this project.

## TASK 2 - PROGRAM DEVELOPMENT AND MANAGEMENT

### **Compliance with the 10 Percent Loading Order Requirement before HERS II is Available**

In the event the term for this Agreement begins before certified HERS II Raters are available in the Contractor's performance region, Contractor shall use either the Energy Commission prescriptive list (see below) or an Energy Commission interim performance approach for residential buildings (also explained below), to meet the requirement of achieving at least a 10% energy efficiency improvement at each proposed project site before renewable projects are eligible for financing.

To comply with the Energy Commission prescriptive list, residential buildings will be required to install all of the following measures (Combustion Safety and CO alarm not required if already performed/installed), consistent with Energy Commission technical specifications for each measure (such as Annual Fuel Utilization Efficiency rating of furnace, R-value of insulation, when measures are feasible, etc.):

- a. Air Sealing,
- b. Attic insulation,
- c. Duct test and seal or replacement,
- d. Insulation of Domestic Hot Water or replacement,
- e. Combustion Safety (requires BPI Building Analyst), and
- f. CO Alarm

For residential buildings where it is not feasible to install all of the first four measures (measures a through d) in the Energy Commission prescriptive list, including when some of the measures have been previously installed or when measures are otherwise not feasible as indicated in the technical specifications, the Energy Commission-approved prescriptive list cannot be used. In these cases, an Energy Commission interim performance approach for the building must be used to determine compliance with the 10 percent energy improvement requirement prior to financing renewable projects for the building. The Energy Commission may consider alternate approaches

to achieve the Energy Commission's loading order policy for each residential renewable project site. If the Energy Commission approves an alternate approach, the Commission Contract Manager shall provide this approved approach to the Contractor in writing.

From January 1, 2011 through the end of this Agreement, energy audits shall comply with HERS II standards and software. This date may be extended upon Energy Commission approval, to adjust for delays in HERS II availability.

For proposed multifamily building sites outside the scope of HERS II, the Commission Contract Manager shall consider in consultation with the Contractor an energy audit methodology to be used by the Contractor to meet the 10% energy improvement requirement prior to financing renewable projects. The Commission Contract Manager shall provide an approval in writing of the methodology.

### **Subtask 2.1 Overall Home Performance Program Development and Management**

The goal of this subtask includes five components, each with separate goals, activities and deliverables, to document the activities and determine the schedule required to complete the HP Program. These subtask components are:

- a. Project Initiation and Management
- b. Implementation Plan
- c. Partnership Management
- d. Program Accounting and Reporting
- e. Program Risk Management

#### **a. Project Initiation and Management**

The goal of this subtask is to ensure that HP achieves its energy savings and other goals on schedule, on budget, and in accordance with the ARRA SEP's overall goals and objectives. This subtask includes the development of a detailed implementation plan with schedule and budget, periodic program management meetings with program staff, as-needed management of subcontractors on the team, regular tracking of program accomplishments and progress towards goals, budget management, and as-needed adjustments to the program implementation strategy.

#### **The Contractor shall:**

- Establish SREA meeting schedule, and obtain the necessary commitment letters from all members.
- Finalize the list of leverage funds and obtain the necessary commitment letters.
- Finalize the list of permits and obtain required permits.
- Secure resources required to ensure tasks completion.
- Research and develop program toll-free phone line and website.
- Develop and evaluate solicitations for selection of Rebate Processing Vendor.
- Develop and evaluate solicitations for selections of Multifamily Administrator and Basic Audits Administrator.
- Create program management tools, policies, and procedures.
- Coordinate with California IOUs statewide whole-house retrofit program.

- Conduct team meetings on an as-needed basis between the Program Manager and Technical Coordinator and subcontractors and other program partners to share program updates and develop modifications to the service delivery model and other program elements, as appropriate.
- Write and distribute meeting minutes and program status updates.
- Develop a tracking database to track communications, program metrics, and estimated savings. The Contractor shall work with the Commission Contract Manager to determine data tracking and reporting needs for ARRA SEP programs.
- Closely monitor and manage program activities to meet scheduled milestones, including completing all retrofits and meeting program energy savings goals by March 31, 2012, delivering monthly progress reports and CPR Reports (including completion of the first CPR at a date approved by the Commission Contract Manager).
- Provide general management: issue resolution, status tracking, adaptive management, ongoing communication with the network of program parties, team and partner reporting, invoicing, and reporting.

**Contractor Deliverables:**

- CPR Reports
- Monthly invoices and progress reports, to include meeting minutes and program status updates
- Final Report

**b. Implementation Plan**

The goal of this subtask component is to develop a comprehensive program implementation plan that details all of the processes required to implement the HP Program.

**The Contractor shall:**

- Develop a complete Implementation Plan that will include, but not be limited, to the following:
  - A statement of objectives
  - Program Design
    - Prescriptive Level
    - Performance Level
    - Neighborhood Approach
    - CRP HERS II Audits
    - SHRA HERS II Audits
    - HVAC/SMUD Loan HERS II Audits
    - Multifamily Approach
    - Basic Audits
  - Marketing and interaction with the Energy Upgrade California branding effort
  - Installation Contractor Requirements, expectations, and issue resolution, including requirements for new hires
  - Securing necessary permits and complying with federal requirements, such as, Davis-Bacon Act requirements, Nation Historic Preservation Act

- requirements and Waste Management Plan requirements
  - Rebate/incentives processing procedures
  - CEC's verification of paid rebates/incentives
- Identify task and subtask assignments for each Program Design element above, with resource and time commitments by Contractor, subcontractors, and partners to reach goals and milestones. A description of each element and a deployment schedule for the subtask activities described in this Scope of Work shall be included.
  - An expected expenditure schedule by the HP Program components (including but not limited to, energy rating rebates and workforce development incentive payments).
  - An estimated deployment schedule of completed capital needs assessments, audits, scopes of work, and retrofits
  - Risk assessments for each program component, including but not limited to, program participation and sustainability, workforce development and training, retrofit quality, and deployment schedule:
    - Monthly review to compare planned and actual HP Program accomplishments to analyze any variances
    - A risk management plan to identify problems and deploy mitigation strategies
    - Engaging Energy Commission staff in identifying corrective action and problem-solving strategies
  - A Quality Assurance Plan that will include, but not be limited to:
    - Verification that necessary retrofit permits were obtained
    - Confirmation of all HERS II verifications required for compliance with California Code of Regulations Title 24, Part 6
    - Verification of contractor qualifications and licensing
    - Verification of energy savings
    - Identification of air quality improvements
    - Identification of the number of jobs saved or created

**Contractor Deliverables:**

- Draft Implementation Plan
- Final Implementation Plan
- Program implementation schedule
- Detailed program budget

**c. Partnership Management**

The goal of this subtask component is to manage the program partners as they fulfill program implementation responsibilities and coordinate among the partners to ensure smooth transitions and progress.

**The Contractor shall:**

- Provide partner coordination (point person to work with partners and ensure smooth relationships, positive progress, issue resolution).
- Track performance, accomplishments, milestones, and deliverables produced by program partners and subcontractors.

- Obtain monthly reports from partners to ensure program progress is on schedule.
- Coordinate with CBPCA and ConSol to develop and deploy the Performance, Prescriptive and Neighborhood program components.
- Coordinate with the selected vendors to develop and deploy the Multifamily and Basic Audit program components.
- Develop Memorandums of Understanding and work with SREA jurisdiction members, SETA, BIG, and LRCCD to ensure that training schedules and workforce deployment sequences are coordinated.

**Contractor Deliverables:**

- Copies of contracts with all subcontractors that are receiving ARRA SEP funding, including contribution of leverage funding and/or sub-grants from those subcontractors
- Copies of Memorandums of Understanding, contracts or sub-grants with all partners that are not receiving ARRA SEP funding, including commitments to provide leverage funding and in-kind services
- Program partner tracking and reporting
- Implementation status of the levels or components of the HP Program specified above, to be included in the monthly progress reports
- Coordinated training schedules and workforce deployment, to be included in the monthly progress reports

**d. Program Accounting and Reporting**

The goal of this subtask component is to ensure that the Accounting structure, process, documentation, and reporting are in compliance with California law, Energy Commission requirements, ARRA and US DOE regulations and audit requirements, as well as the program structure and schedule.

**The Contractor shall:**

- Manage the activities of subcontractors to fulfill accounting and reporting requirements.
- Review ARRA, U.S. DOE, Federal, State of California, Energy Commission, and SEP Accounting and Reporting requirements in accordance with:
  - American Recovery and Reinvestment Act of 2009, Title XV, Section 1512(c)
  - 10 CFR Ch. II Part 600: DOE Financial Assistance Regulations
  - Title 10 CFR Part 420: Energy Commission Energy Program
  - Energy Commission Energy Program Funding Opportunity Announcement DE-FOA-0000052, CDFA Number 81.041
  - OMB Circular A-102: Common Rule for Uniform Administrative Requirements for Grants and Cooperative Agreements to Energy Commission and Local Governments
  - OMB Circular A-110: Uniform Administrative Requirements for Grants and Agreements with Institutions of Higher Education, Hospitals, and Other Non-Profit Organizations (also applicable to private entities)
  - OMB A-87: Cost Principles for Energy Commission, Local and Tribal Governments

- OMB A-21: Cost Principles for Educational Institutions
- OMB A-122: Cost Principles Applicable to Grants, Contracts, and Other Agreements with Non-Profit Organizations (non-profit organizations and individuals, except for those specifically exempted)
- OMB A-133: Audits of Energy Commission, Local Governments, and Non-Profit Organizations
- California Energy Commission Request for Proposal #400-09-403 (including all addendums and amendments)
- Based on review of accounting and reporting requirements, draft comprehensive schedule of reporting requirements and deadlines.
- Determine applicability of Davis-Bacon Act (DBA) to program participants and ensure compliance as applicable.
- Provide NHPA, NEPA and other Templates and Instruction to subcontractors.
- Provide NHPA, NEPA and other Templates and Instruction to Installation Contractors and assist with systems and reporting compliance.
- Develop and implement Reporting Systems to US DOE in compliance with Federal regulations and per the RFP.
- Provide Monthly Reports to the Energy Commission.
- Maintain relevant accounting and reporting records throughout program and final report roll-up.

**Contractor Deliverables:**

- Schedule of reporting requirements and deadlines
- Davis-Bacon Act compliance report(s), as applicable
- Accounting templates
- Monthly and final accounting reports

**e. Risk Management and Deployment Schedule**

The goal of this subtask component is to manage and mitigate risks that affect program performance and successful outcome. The fundamental risk is that the high level of funding awarded for the HP Program will not be expended and will have to be returned to the federal government for failure to recruit the participants required to enable the large number of HERS ratings and retrofit installations that are the objective of the HP Program. To mitigate this fundamental risk, a deployment schedule of all activities that contribute to successful completion of HERS ratings and retrofit installations shall be developed (expanding and improving the tables on pages 6 and 38 of the proposal), and the Contractor shall actively monitor progress against this deployment schedule, identify problems with progress and corrective actions that can be taken to address those problems and keep the Commission Contract Manager actively informed, so that Critical Program Review meetings can be called as necessary.

**The Contractor shall:**

- Continuously monitor program activities to identify and mitigate detected risks, such as:
  - **Participant Recruitment.** Identify the incentive dollars planned for each

- subprogram (e.g., prescriptive level incentives, performance-based incentives, etc.) and establish a deployment schedule to ensure the proper tracking and timely expenditures of these funds throughout the Agreement period.
- **Retrofit Installations.** Monitor, evaluate, and ensure participant recruitment success for each subprogram to effectively and timely complete the retrofit installations throughout the Agreement period.
  - **Financial Records.** Ensure accurate, independent financial records management to integrate ARRA and Energy Commission accounting and reporting requirements throughout the HP Program.
  - **Workforce.** Develop and maintain required levels of workforce availability throughout the HP Program.
  - **Leverage Contributions.** Ensure that leverage contributions are met in a timely and comprehensive way by working closely with program partners to meet schedule and deliverables.
  - **Labor Costs.** Avoid the effects of rising or volatile labor costs by training and hiring staff that will be paid uniformly during the Agreement period.
  - **Schedule.** Schedule training and implementation activities to avoid schedule lag and to complete final verification and reporting requirements by March 31, 2012. Avoid program gaps by ensuring that all program partners understand interface and hand-off mechanisms in the HP Program process.
  - **Retrofit Quality.** Assure retrofit performance quality by engaging installation contractors in program activities, and conducting post-install audits to verify that retrofits are operating properly.
  - **Customer Care.** Scrutinize performance of all entities to avoid customer complaints, and utilize the Contractor's escalation process to identify and deal with problems should they occur.

**Contractor Deliverables:**

- Monthly risk management reporting to identify perceived risks and actions taken (or to be taken) to mitigate these risks, to be included in progress reports

**Subtask 2.2 Prescriptive Level Program Development**

The goal of this subtask is to develop a prescriptive level to the HP Program to retrofit 4,000 homes, including establishing processes to monitor, update, and identify trends and issues for resolution.

**The Contractor shall:**

- Develop 2-year performance goals and strategies for the Prescriptive Level.
- Develop annual program plan and goals based on the 2-year strategy.
- Develop program budgets, metrics, and reports.
- Develop collateral and web pages.
- Develop rebate form.
- Coordinate meetings with IOUs, POUs, and government agencies to discuss consistent program design.

- Develop contractor requirements.
- Work with and monitor Subcontractor CBPCA to train and manage installation contractors, including contractor work verification as well as metrics and savings data gathering.

**Contractor Deliverables:**

- Program plan, performance goals, and strategies to achieve objectives
- Program budgets, metrics, and reports
- Rebate form
- Contractor requirements summary

**Subtask 2.2.1 Prescriptive Program Management**

The goal of this subtask is to manage a prescriptive level to the HP Program.

**The Contractor shall:**

- Review monthly program performance data and identify trends and issues.
- Track program implementation status and results, including the amount of funds expended, number and amount of rebates, number of houses inspected and/or retrofitted, types of measures implemented and the related energy savings, air quality impacts, and employment impacts.
- Work with outsourced rebate processor on rebate fulfillment.
- Update collateral and web pages as needed.
- Conduct regular reviews and update fact sheets, forms, and program information.
- Conduct regular meetings with program implementation administrators to track success and milestones, and identify and resolve issues and challenges.
- Coordinate meetings with IOUs, POUs, and government agencies to refine program design.
  - Conduct program management activities, including budget planning and tracking, performance data review, reports development, workload management, invoice processing, program training and conferences, monitor program development, and resolve issues.
  - Conduct a thorough program evaluation of energy savings and customer satisfaction.

**Contractor Deliverables:**

- Monthly performance data, including program implementation results according to the elements specified above
- Contractor work verification and metrics and savings reporting, to be included in monthly progress reports
- Prescriptive Program evaluation report

## **Subtask 2.3 Performance Level Program Development**

The goal of this subtask is to develop a performance level to the Home Performance Program to retrofit 2,000 homes, including establishing processes to monitor, update, and identify trends and issues for resolution.

### **The Contractor shall:**

- Develop 2-year performance goals and strategies for the Performance Level.
- Develop annual program plan and goals based on the 2-year strategy.
- Develop program budgets, metrics, and reports.
- Develop rebate form.
- Develop collateral and web pages.
- Manage participation in HPwES on the federal level.
  - Coordinate meetings with IOUs, POUs, and government agencies to discuss consistent program design.
  - Develop contractor requirements.
  - Work with Subcontractor CBPCA to train and manage installation contractors, including contractor performance verification as well as metrics and savings data gathering.

### **Contractor Deliverables:**

- Program plan, performance goals, and strategies to achieve objectives
- Program budgets, metrics, and reports
- Rebate form
- Contractor requirements summary

## **Subtask 2.3.1 Performance Program Management**

The goal of this subtask is to manage a performance level to the HP Program.

### **The Contractor shall:**

- Review monthly program performance data and identify trends and issues.
- Track program implementation status and results, including the amount of funds expended, number and amount of rebates, number of houses inspected and/or retrofitted, types of measures implemented and the related energy savings, air quality impacts, and employment impacts.
- Work with outsourced rebate processor on rebate fulfillment.
- Update collateral and web pages as needed.
- Conduct regular reviews and update fact sheets, forms, and program information.
  - Conduct regular meetings with program implementation administrators to track success and milestones, and identify and resolve issues and challenges.
  - Coordinate meetings with IOUs, POUs, and government agencies to refine program design.
  - Conduct program management activities, including budget planning and tracking, performance data review, reports development, workload management, invoice

processing, program training and conferences, monitor program development, and resolve customer/contractor issues.

- Conduct a thorough program evaluation of energy savings and customer satisfaction.

**Contractor Deliverables:**

- Monthly performance data, including program implementation results according to the elements specified above
- Contractor work verification and metrics and savings reporting, to be included in monthly progress reports
- Performance Program evaluation report

**Subtask 2.4 Neighborhood Approach Program Development**

The goal of this subtask is to develop the program design and establish the administrative infrastructure to retrofit 2,000 homes and efficiently deliver and manage the Neighborhood Approach.

**The Contractor shall:**

- Develop 2-year performance goals and strategies for the Neighborhood Approach.
- Develop annual program plan and goals based on the 2-year strategy.
- Develop program budgets, metrics, and reports.
- Coordinate the research and determination of targeted program neighborhoods.
- Work with program administrator to investigate bulk purchasing opportunities.
- Develop internal recordkeeping procedures for the Neighborhood Approach.
- Develop rebate form.
- Develop collateral and web pages.
- Develop contractor requirements.
- Work with Partner ConSol to train and manage installation contractors, including contractor work verification as well as metrics and savings data gathering.

**Contractor Deliverables:**

- Program plan, performance goals, and strategies to achieve objectives
- Program budgets, metrics, and reports
- Rebate form
- Contractor requirements summary

**Subtask 2.4.1 Neighborhood Approach Program Management**

The goal of this subtask is to manage the Neighborhood Approach program effectively and in a manner that facilitates rapid refinements as necessary.

**The Contractor shall:**

- Review monthly program performance data and identify trends and issues.
- Track program implementation status and results, including the amount of funds expended, number and amount of rebates, number of houses inspected and/or

retrofitted, types of measures implemented and the related energy savings, air quality impacts, and employment impacts.

- Work with outsourced rebate processor on rebate fulfillment.
- Update collateral and web pages as needed.
- Conduct regular reviews and update fact sheets, forms, and program information.
- Conduct regular meetings with program implementation administrators to track success and milestones, and identify and resolve issues and challenges.
- Coordinate with partner ConSol and the other participating communities in the DOE research grant to share best practices and lessons-learned to refine program approach.
- Conduct program management activities, including budget planning and tracking, reports development, workload management, invoice processing, program training and conferences, monitor program development, and resolve issues.
- Conduct a thorough program evaluation of energy savings and customer satisfaction.

**Contractor Deliverables:**

- Monthly performance data, including program implementation results according to the elements specified above
- Contractor work verification and metrics and savings reporting, to be included in monthly progress reports
- Neighborhood Approach Program evaluation report

**Subtask 2.5 HERS II Program Development**

The goal of this subtask is to develop the program design and establish the administrative infrastructure to efficiently promote HERS II ratings and retrofit 1,050 homes for the weatherization program and 100 NSP homes through CRP and SHRA, respectively; and to perform 3,000 home audits for the Contractor's own HVAC/Loan HERS II program.

**The Contractor shall:**

- Develop 2-year performance goals and strategies for HERS II ratings.
- Develop annual program plan and goals based on the 2-year strategy.
  - Develop program budgets, metrics, and reports.
  - Develop internal recordkeeping procedures.
  - Develop RFP to establish a prequalified list of HERS II raters.

**Contractor Deliverables:**

- Program plan, performance goals, and strategies to achieve objectives
- Program budgets, metrics, and reports

**Subtask 2.5.1 CRP HERS II Audits**

**The Contractor shall:**

- Develop CRP contract to include reimbursement for HERS II audits

- Create new order number for HERS II audit reimbursement.
- Coordinate development of reporting mechanisms for HERS II home ratings.
- Coordinate development of method for NEAT comparison to HERS II.
- Coordinate process for reporting energy savings.

**Contractor Deliverable:**

- Reporting method for NEAT comparison to HERS II

**Subtask 2.5.2 SHRA HERS II Audits**

**The Contractor shall:**

- Develop MOU with SHRA to use HERS II audits on NSP homes.
- Create new order number for capturing costs for SHRA jobs.
- Coordinate with SHRA to develop authorization and tracking for HERS II audits.
- Develop reporting mechanism for home ratings.

**Contractor Deliverable:**

- Reporting mechanism for home ratings

**Subtask 2.5.3 HVAC/Loans HERS II**

**The Contractor shall:**

- Amend Equipment Efficiency and loan guidelines and documentation.

**Contractor Deliverable:**

- Updated Equipment Efficiency and loan guidelines and documentation

**Subtask 2.5.4 HERS II Audits Management**

The goal of this subtask is to track the number of HERS II ratings completed.

**The Contractor shall:**

- Review monthly program performance data and identify trends and issues.
- Track program implementation status and results, including the amount of funds expended, number and amount of rebates, number of houses inspected and/or retrofitted, types of measures implemented and the related energy savings, air quality impacts, and employment impacts.
- Update collateral and web pages as needed.
- Conduct regular meetings with program implementation contractors and partners to track success and milestones, and identify and resolve issues and challenges.
- Conduct program management activities, including budget planning and tracking, performance data review, reports development, workload management, invoice processing, program training and conferences, monitor program development, and resolve customer/contractor issues.

- Conduct a thorough program evaluation of energy savings and customer satisfaction.
  - Provide oversight and monitoring to complete all HERS II audits and ratings on SHRA foreclosed and renovated homes by the Agreement termination date.
  - Complete all HERS II audits and ratings on CRP low income weatherized homes.
  - Complete the comparison report between the HERS II and NEAT tools by the Agreement termination date.

**Contractor Deliverables:**

- Monthly performance data, including program implementation results according to the elements specified above
- Contractor/partner work verification and metrics reporting, to be included in monthly progress reports

**Subtask 2.6 Multifamily Approach Program Development**

The goal of this subtask is to demonstrate a whole-building, performance-based utility program for improving the energy efficiency of 2,000 existing multifamily buildings. The SEP funding pilot program has the goal of achieving a minimum of 20% energy savings averaged across the portfolio of participant buildings.

**The Contractor shall:**

- Develop 2-year performance goals and strategies for Multifamily Approach.
- Develop annual program plan and goals based on the 2-year strategy.
- Develop program budgets, metrics, and reports.
- Develop rebate process.
- Select program implementation administrator through a competitive RFP and bid process.
- Work with Multifamily administrator to produce marketing materials.
- Develop contractor requirements.
- Work with Multifamily administrator to conduct customer visits and presentations to trade groups, train and manage installation contractors, including contractor work verification as well as metrics and savings data gathering.

**Contractor Deliverables:**

- Program plan, performance goals and strategies to achieve objectives
- Program budgets, metrics, and reports
- Contractor requirements summary

**2.6.1 Multifamily Approach Program Management**

The goal of this subtask is to manage the contract with the implementation administrator to ensure all program goals are met in terms of marketing, energy analysis, design and construction, M&V, and reporting.

**The Contractor shall:**

- Conduct regular reviews and update fact sheets, forms, and program information.
- Coordinate with program administrator to track implementation status and results, including the amount of funds expended, number and amount of rebates, number of houses inspected and/or retrofitted, types of measures implemented and the related energy savings, air quality impacts, and employment impacts.
- Conduct regular meetings with program implementation administrator to track success and milestones, and identify and resolve issues and challenges.
- Conduct program management activities, including budget planning and tracking, reports development, workload management, invoice processing, program training and conferences, monitor program development, and resolve issues.
- Conduct a thorough program evaluation of energy savings and customer satisfaction.

**Contractor Deliverables:**

- Monthly performance data, including program implementation results according to the elements specified above
- Contractor work verification and metrics and savings reporting, to be included in monthly progress reports
- Multifamily Approach Program evaluation report

**Subtask 2.7 Basic Audit Program Development**

The goal of this subtask is to develop the program design and establish the administrative infrastructure to efficiently deliver 1,000 basic audits, install simple measures, and disseminate prescriptive and performance level information to homeowners and manage the Basic Audits Program.

**The Contractor shall:**

- Develop annual program plan and goals based on the 2-year strategy.
- Develop program budgets, metrics, and reports.
- Develop auditor requirements in new programs.
  - Develop Basic Audit Checklist and package of measures.
  - Develop outreach and promotional materials.
  - Outline Customer Care process.
  - Develop Basic Audit solicitation package and select vendor.
  - Conduct vendor training on audit, installation, and presentation protocols.
  - Coordinate with the selected vendor to conduct basic audits and report on metrics and savings.
  - Conduct Contact Center staff training on the Basic Audit Program inquiries.

**Contractor Deliverables:**

- Program plan, performance goals and strategies to achieve objectives
- Program budgets, metrics, and reports
- Basic Audit Checklist and package of measures

### **Subtask 2.7.1 Basic Audit Program Management**

The goal of this subtask is to manage the Basic Audit program effectively and in a manner that facilitates rapid refinements as necessary.

#### **The Contractor shall:**

- Track program implementation status and results, including the amount of funds expended, number of houses inspected and/or retrofitted, types of measures implemented and the related energy savings, air quality impacts, and employment impacts.
- Conduct regular meetings with program implementation administrator to track success and milestones, and identify and resolve issues and challenges.
- Conduct program management activities, including budget planning and tracking, reports development, workload management, invoice processing, program training and conferences, monitor program development, and resolve issues.
- Conduct a customer satisfaction survey.

#### **Contractor Deliverables:**

- Monthly performance data, including program implementation results according to the elements specified above
- Contractor work verification and metrics and savings reporting, to be included in monthly progress reports
- Customer satisfaction survey

### **Subtask 2.8 Marketing**

The goal of this subtask is to promote the HP Program and encourage customer participation.

#### **The Contractor shall:**

- Hire a Marketing vendor through an RFP to help develop and implement a marketing plan that will include, but not be limited to, leveraging partner stakeholders and mass media tactics.
- Coordinate with partners in message development.
  - Integrate property tax based (AB 811) financing in messaging.
  - Develop marketing and outreach materials.
  - Develop web micro-site and interactive interfacing and testing.
  - Conduct regular reviews and update fact sheets, marketing materials and forms for all program components.
  - Conduct media research, scheduling, and reports.
  - Coordinate a HPwES contest.
  - Coordinate with vendors in marketing services, including tracking, measurement, and reporting.
  - Respond to customer and contractor inquiries on all program components.

**Contractor Deliverables:**

- Marketing and outreach materials for all program components
- Marketing and participant recruitment performance data, to be included in the monthly progress reports
- Marketing services evaluation report

**Subtask 2.9 Workforce Development and Training**

The goal of this subtask is to develop training partners' capacity for HP in order to support near term contractor training needs for program participation and establish a workforce development training infrastructure to preserve or create 1,148 jobs for the HP pipeline.

Contractor shall utilize a three-part strategy for employing training graduates through:

1. creating sufficient market demand to attract prospective students to training programs and attract recent graduates to performance and prescriptive level program work;
2. marketing trained and certified contractors to customers interested in performance and prescriptive level program work; and
3. partnering with regional workforce stakeholders to provide networking solutions for recent training graduates to get employed quickly.

**The Contractor shall:**

- Network with industry stakeholders to identify information/training gap and subject matter experts.
- In partnership with CBPCA, ConSol, BIG, LRCCD and other subject matter experts, develop training curriculum, market training, and implement training.
- Coordinate with partners to track job training and placement results.
- Develop training evaluation and reporting.
  - Work with BIG to develop BPI certification courses for contractors.
  - Work with LRCCD to develop BPI certification courses to contractors.

**Contractor Deliverables:**

- Training curriculum
- Monthly performance data, including the number of trained and certified contractors and raters, program graduates, and successful job placements
- Post-training evaluation report

## SCHEDULE OF DELIVERABLES – Attachment A-1

<b>Task</b>	<b>Deliverable</b>	<b>Due Date</b>
1.1	An Updated Schedule of Deliverables	07/26/10
	An Updated Gantt Chart	07/26/10
	An Updated List of Leverage Funds	07/26/10
	An Updated List of Permits	07/26/10
1.2	CPR Report - first	09/30/10
	CPR Report - second (optional)	03/30/11
	CPR Report - final	12/30/11
	Other CPR deliverables as identified in the Scope of Work	Ongoing
1.3	Written documentation of meeting agreements and all pertinent information	03/12/12
	Schedule for completing closeout activities	03/12/12
1.4	Monthly Progress Reports, to include meeting minutes and program status updates	Within 3 working days each month
	Invoices for all allowable project expenses, including any needed supporting documentation	Monthly
1.5.1	Draft Outline of the Final Report	01/06/12
	Final Outline of the Final Report	01/13/12
1.5.2	Draft Final Report	03/02/12
	Final Report	03/30/12
1.6	A letter regarding leverage funds are provided	07/26/10
	Letter(s) for new leverage funds (if applicable)	07/26/10
	A copy of each leverage fund commitment letter	07/26/10
	Letter that leverage funds were reduced (if applicable)	Ongoing
1.7	A letter documenting the permits or stating that no permits are required	07/26/10
	An updated list of permits as they change during the term of the Agreement	07/26/10
	An updated schedule for acquiring permits as it changes during the term of the Agreement	07/26/10
	A copy of each approved permit (including air quality) and any documents prepared pursuant to CEQA	07/26/10
1.8	A letter requesting exemption from the Electronic File Format (if applicable)	07/26/10
	Filing of reports and invoices in electronic format	Ongoing
1.9	Copies of applicable wage determinations	Ongoing
	Weekly certified payrolls	Ongoing
1.10	Consultation Packages	Ongoing
1.11	Waste Management Plans	Ongoing

<b>Task</b>	<b>Deliverable</b>	<b>Due Date</b>
2.1	Draft Implementation Plan	08/09/10
	Final Implementation Plan	08/27/10
	Program implementation schedule	08/27/10
	Detailed program budget	07/26/10
	Copies of Contracts with all subcontractors that are receiving ARRA SEP funding, including contribution of leverage funding and/or sub-grants from those subcontractors	09/01/10
	Copies of Memorandums of Understanding, contracts or sub-grants with all partners that are not receiving ARRA SEP funding, including commitments to provide leverage funding, and in-kind services	09/01/10
	Program partner tracking and reporting	09/01/10
	Implementation status of the levels or components of the HP Program specified in the Scope of Work	Monthly
	Coordinated training schedules and workforce deployment	Monthly
	Schedule of reporting requirements and deadlines	09/01/10
	Davis-Bacon Act compliance report, if applicable	09/01/10
	Accounting templates	09/01/10
	Monthly and final accounting reports	Monthly
	Monthly risk management reporting	Monthly
2.2	Prescriptive program plan, performance goals and strategies	09/01/10
	Prescriptive budgets, metrics, and reports	09/01/10
	Prescriptive rebate form	09/01/10
	Prescriptive contractor requirements summary	09/01/10
2.2.1	Prescriptive monthly performance data	Monthly
	Contractor work verification and metrics and savings reporting	Monthly
	Prescriptive Program evaluation report	12/28/10
2.3	Performance program plan, performance goals and strategies	09/01/10
	Performance budgets, metrics, and reports	09/01/10
	Performance rebate form	09/01/10
	Performance contractor requirements summary	09/01/10
2.3.1	Performance monthly performance data	Monthly
	Contractor work verification and metrics and savings reporting	Monthly
	Performance Program evaluation report	12/28/10
2.4	Neighborhood program plan, performance goals and strategies	09/01/10

<b>Task</b>	<b>Deliverable</b>	<b>Due Date</b>
	Neighborhood budgets, metrics, and reports	09/01/10
	Neighborhood rebate form	09/01/10
	Neighborhood contractor requirements summary	09/01/10
2.4.1	Neighborhood monthly performance data	Monthly
	Contractor work verification and metrics and savings reporting	Monthly
	Neighborhood Approach Program evaluation report	12/28/10
2.5	HERS II program plan, performance goals and strategies	10/01/10
	HERS II program budgets, metrics, and reports	10/01/10
2.5.1	Reporting method for NEAT comparison to HERS II	10/01/10
2.5.2	Reporting mechanism for home ratings	10/01/10
2.5.3	Updated Equipment Efficiency and loan guidelines and documentation	10/01/10
2.5.4	HERS II monthly performance data	Monthly
	Contractor work verification and metrics and savings reporting	Monthly
2.6	Multifamily program plan, performance goals and strategies	11/01/10
	Multifamily program budgets, metrics, and reports	11/01/10
	Multifamily contractor requirements summary	11/01/10
2.6.1	Multifamily monthly performance data	Monthly
	Contractor work verification and metrics and savings reporting	Monthly
	Multifamily Approach Program evaluation report	12/28/10
2.7	Basic Audit program plan, performance goals and strategies	09/15/10
	Basic Audit program budgets, metrics, and reports	09/15/10
	Basic Audit Checklist and package of measures	09/15/10
2.7.1	Basic Audit monthly performance data	Monthly
	Contractor work verification and metrics reporting	Monthly
	Basic Audit customer satisfaction survey	12/28/10
2.8	Marketing and outreach materials for all program components	11/01/10
	Marketing and participant recruitment performance data	Monthly
	Marketing services evaluation report	12/28/10
2.9	Training curriculum	08/01/10
	Monthly job training and placement data	Monthly
	Post training evaluation report	12/28/10