

10-8-19

ITEM 2D
→ ITEM 2F

RESPONSE TO COUNCIL QUESTIONS RE: 10/8/19 CITY COUNCIL AGENDA

Agenda Item #: 2.D (19-963)

Action on the Award of Purchase Order to RWG USA, Inc. for Turbine Engine Major Overhaul Services for Silicon Valley Power

Council Question: Can you please share the comparison of the dollar amount quoted by the two vendors.

Staff Response: The cost proposal from RWG USA, Inc. totaled \$708,935 and the cost proposal from Standard Aero Limited-Energy Services totaled \$716,756. With approximately 20% contingency based on labor, materials, and outside services the RWG USA, Inc. bid totals \$844,635 and the Standard Aero Limited-Energy Services bid totals \$852,456.

Agenda Item #: 2.F (19-986)

Action on Amendment No. 1 to Call 17-1 with Nexant, Inc. to Provide the Specialized Commercial and Industrial Operational Optimization Program Third Party Energy Efficiency Program

Council Question: Can you please share the EXHIBIT A as mentioned in the Amendment, this is exhibit detailing the services to be provided by Nexant.

Staff Response: Attached are the 2016 and 2019 exhibits.



Reimagine tomorrow.



SCOPE OF WORK

Specialized Commercial and Industrial Operation
Optimization Program

Submitted to Silicon Valley Power

December 1, 2016

1 Scope of Work

Silicon Valley Power's (SVP) Specialized Commercial and Industrial Operation Optimization Program (SCOOP) offering will target SVP's largest end-users comprising mainly of commercial, biotech, hi-tech, and semi-conductor device manufactures. The program's focus is to effectively engage these large and complex customers in taking a long-term view of developing energy savings strategies geared towards implementing measures that will continually optimize the operations of their facilities. The focus of the solutions offering by the program is that the controls upgrades and retrocommissioning (RCx) measures implemented in SCOOP will have long effective useful life (EUL) through the implementation of persistence strategies such as Fault Detection and Diagnostics (FD&D) and building interval meter data analytics. This persistence aspect and a long-term customer engagement plan is geared towards generating a long-term pipeline of opportunities with these target customers. The program will have a first-year energy savings goal of 1,999,264 gross kWh and 208 kW. The non-incentive program budget for SCOOP is \$322,085 including \$26,209 of time-and-materials (T&M) for program development costs, \$60,000 of time-and-material based for providing energy savings persistence support, and \$235,876 of performance-based program implementation costs. The implementation of this contract will include the following specific tasks:

1.1 PHASE 1 – Program Ramp-Up

Nexant will initiate program implementation through close collaboration with SVP and its staff. These initial meetings will assist us in developing program materials which are useful for all stake holders.

- **Program Kick-Off Meeting** – The Nexant Program Manager and other key personnel will attend the program kick-off meeting with SVP's Contract Program Manager (CPM) and any additional staff. Nexant suggests including the account executive familiar with the target markets as their inputs will be invaluable during the ramp-up phase. During the meeting, Nexant and SVP will discuss the program logistics, marketing coordination, evaluation, monitoring and verification coordination, invoicing requirements, the scope of work, and any remaining contractual issues.
- **Program Marketing Plan and Materials** – Nexant will develop the detailed marketing plan and the marketing material during the program ramp-up phase. Marketing materials will include case studies of previously successful implementations. Additionally, they may include a website that provides a detailed description of the program, eligibility requirements, incentives, and information about the technical consulting services available to customers. Nexant will obtain SVP's approval for all program marketing materials.

Due to the size of the market and type of customers which we are trying to serve, the marketing plan will have three main components for outreach:

- **Nexant's Current Relationships with the Commercial, Hi-Tech and Biotech Industry** – We have prior experience and existing relationships with various end-users in SVP's territory through our earlier engagement with SVP's Laboratory Energy Management Program, as well as through our offering and services through California Investor Owned Utilities, specifically PG&E and SCE. We will leverage these relationships to initiate early conversations which will assist in enrolling early adopters for the program.
- **Technology Vendors and Trade Allies** – Nexant has a well-established network of technology vendors and service providers active in SVP's service area who are extremely familiar with the targeted market

sectors and even particular end-users targeted by SCOOP. These program partners will provide valuable service in cost-effectively enrolling these large end-users.

- **SVP's Account Representatives** – Nexant understands that even though SVP has assigned Account Representatives for larger end-users, they are supporting these customers on a myriad of different issues. While not primarily relying on their assistance, Nexant sees SCOOP as an avenue to provide SVP Account Representatives with an excellent opportunity to build upon their customer relationships by assisting them in educating their customers on energy efficiency and what SVP opportunities are available.
- **Program Documents** – With our experience in implementing these types of offerings, Nexant will develop clean and concise templates for the main reporting and project associated documents:
 - **Program Application** – Nexant will utilize SVP's Customer Directed Rebate application and modify it to fit Nexant's requirements while incorporating all the required SVP terms and conditions.
 - **Investigation Report/Project commitment** – Through collaboration with SVP, Nexant will develop a streamlined template for documenting the recommended measures for a project, estimated energy savings, incentives and M&V requirements. This will also serve as a milestone and require customer's signature for officially committing the incentive funds.
 - **Calculation Templates** – Nexant will utilize its standardized calculation tools as well as hour simulation models (e.g. eQuest) as needed and provide the results in a well-documented format. Live calculations will also be provided as part of this documentation.
 - **Installation Report** – This report will summarize the installed measures and the final verified savings and incentives for the customer.
 - **Monthly Reports** – This will include the summarized reporting of the program metrics and progress.
 - **Quarterly/Annual Reports** – These reports will be a more detailed version of the monthly report with program metrics and progress. Additional sections will include lessons learned and recommendations for adjusting program design, if any.
 - **Invoicing** – Nexant will create a streamlined template for invoicing both the time and materials portion and performance portion of the contract. The invoice will be submitted monthly to SVP.

All of these documents will be submitted to SVP Public Benefit Program Manager for approval before any distribution, circulation, or publication.

Table 1 provides the detailed breakdown of the cost related to program development. This effort will be billed to SVP on a time and material basis with not-to-exceed cap of \$26,209.

Table 1: Program Development Budget Breakdown

No.	Tasks	Budget Breakdown	
		\$	%
1	Kickoff meeting	\$2,359	9%
2	Work Schedule	\$2,359	9%
3	Marketing plan and materials	\$8,911	34%
4	Invoice and Reporting Tools	\$2,621	10%
5	Program Documents	\$9,959	38%
Total Program Development Budget		\$26,209	100%

1.2 PHASE 2 – Program Launch

Phase 2 will commence officially once all marketing materials and program documents are approved by SVP; however, in parallel to that approval, Nexant will begin initial conversations with customers directly to eliminate the significant lag between document approval and the initial site-visit/enrollment.

- **Program Information** – Nexant will provide SVP's CPM with a PowerPoint presentation and a Q&A document providing detailed information about the program. This information, along with copies of marketing materials, can be circulated among the SVP account managers as the program builds toward launch. The program information will contain details on the targeted customer base, the incentives offered, and the services available. Nexant will also conduct trainings for SVP personnel to understand the details of the program.
- **Implement Marketing Campaign** – During the marketing plan implementation phase, Nexant will begin customer outreach efforts through the various channels. Marketing efforts will be coordinated with SVP's CPM and will be notified when Nexant begins contacting customers. The marketing campaign will most likely involve direct customer contacts and possibly preliminary site visits/kick off meetings.
- **Trade Ally/Technology Partner Training** – Nexant will also conduct a detailed training for its Trade Allies and technology partners. The training will include a detailed description of all phases of the program, required documentation, and implementation steps. Additionally, training will cover SVP's other efficiency offerings for avoiding lost opportunities.

1.3 PHASE 3 – Enroll Customers

The initial customer enrollment period will involve the initial recruitment and targeted studies of the first C&I customers to enroll in the program. At the conclusion of this stage, Nexant and the customers will have an actionable list of energy efficiency measures which will be ready to install.

- **Program Agreement** – Nexant will implement a detailed marketing plan with the goal of signing project Incentive Applications with the targeted customers. Upon signing the Incentive Application, customers will be considered officially enrolled in the program and eligible to receive preliminary services. At this time, Nexant and SVP will begin to work with the customer to coordinate the preliminary program services.
- **Perform Preliminary Program Services** – Upon immediate receipt of the signed Incentive Application, Nexant will perform the preliminary program services, including a site visit, detailed conversation with the site contact, and based on that intelligence, a targeted and clinical study to identify the measures with the highest probability of installation. An investigation report describing the measures, methodology, and M&V plan will be submitted to SVP for review. Furthermore, Nexant will promote additional energy efficiency programs by SVP and /or other third-party implementers.
- **Project Commitment** – Once approval is received, Nexant will work with the customer to officially commit the project. At this stage, the measures agreed upon by the customer and Nexant will be ready for implementation.

1.4 PHASE 4 – Install Energy Efficiency Projects

During this phase, the selected EE measures will be installed, completed installations will be inspected by Nexant, any remaining issues will be resolved, and incentive payments will be processed following approval of M&V by SVP.

- **Project Installation** – The project installation will begin once the customer has signed the Project Commitment Document. Each project installation will be completed by the customer and their installation/equipment vendors. If a customer requires assistance in finding a contractor, Nexant will assist the customer in finding the right entity to implement the measures.
- **Implementation Oversight** – During project implementation, Nexant will provide implementation oversight and be in continuous communication with the customer and the contractor to ascertain that all the measures are implemented as recommended and designed.
- **Persistence Plan Implementation** – Whether FD&D or data analytics is applied, Nexant will work closely with the customer to finalize the persistence plan. Regardless if the persistence solution is through Nexant's technology partners or the customers own contractors, the persistence plan will be in line with the focus of the program offering. Persistence plan for each individual project would require approval from SVP before implementation.
- **Development of Strategic Energy Management Plan** – During this time Nexant will work with the customer to develop a long-term SEM plan for continuous improvement of their facility. This will include multiple discussions with the customer decision makers and the creation of a master list of improvements they are interested in over a period of 10 years. For each of the improvements, the plan will include specific action items such as the type of support needed, the estimated expenditure, types of incentives available, and a tentative timeline. Additionally, Nexant will encourage the customer to put in place a procedure of updating this action plan periodically.
- **Inspections** – Nexant will conduct detailed and thorough inspections with the customer for all completed projects. The inspection process ensures that the installation has been completed properly and is delivering the expected energy savings. We will develop a customer-agreed upon M&V plan documenting activities and include it in the Project Commitment Document. Nexant reviews more than 200 projects a year for PG&E's core programs. Our inspection procedure involves a rigorous site inspection that includes photographed documentation of the installed measures. In this case, Nexant will work with the FD&D solution provider or the data analytics firm to gather final energy consumption profiles of the facility along with the measure level monitored data to create a very robust M&V report for SVP approval. The M&V Report will be signed by both Nexant and customer, and will serve as the basis for SCOOP incentive payment to the customer.
- **Remedy Installation Issues and Customer Complaints** – Nexant will promptly address any installation issues that arise. Installers will be required to respond to any questions or complaints within a 24-hour period by telephone and to notify Nexant. Nexant and contractors will maintain a customer service log that tracks any customer service calls and the service that has been provided in response.
- **Payment of Incentives** – The program will provide the customer an incentive based on three years of maintaining the energy savings from the installed measures. The incentives will be paid to the customer according to the following schedule:

Table 2: Incentive Payment Schedule

Incentive Milestones	Percentage of Incentive Payment
1- Upon approved measurement and verification	50% of the total verified incentives
2- Persistence verification - Year 1	25% of total verified incentives adjusted for energy savings changes after Year 1
3- Persistence verification - Year 2	Total incentives calculated based on verified Year 2 energy savings minus incentive payments made in

the first two milestones

The incentive amount is capped by 65% of the total project cost which also includes the cost of installing FD&D or subscribing to a data analytics reporting service. The signed M&V report will initiate SVP's incentive payment process for the completed project. The incentive rates of SCOOP are provided in Table 3.

Table 3: Proposed Incentive Rates

Measure Type	Incentive Rates (\$/kWh saved)
Lighting	\$0.10
HVAC	\$0.15
Refrigeration	\$0.15
Other	\$0.11

- Invoicing and Reporting** – The signed M&V Report will become the support document for Nexant's invoice to SVP for completed projects. Nexant will submit the following four files to SVP by the 10th day of each month: measure file, program invoice, monthly narrative, and monthly deliverable worksheet. As requested by SVP, the monthly narrative will summarize the program activities that occurred during the previous month, including expense summary table, energy savings summary table, program accomplishments and our assessment of program performance and status, administrative activities, marketing activities, direct implementation activities, and coordination activities. Nexant is currently implementing multiple third-party programs nationwide and is aware of the level of detail required in these discussions; subsequently, we will file quarterly narratives and annual program status reports summarizing the program achievements and the expenses incurred. Nexant will verify the desired report format with SVP's CPM.

Nexant invoices will be submitted as specified in the contract by the 10th day of the each month for the project tasks and completed projects from the previous calendar month. The program development cost as described in the previous section are time and material based and will be invoiced monthly. The non-incentive program implementation costs will be paid on a fixed unit basis by gross kWh savings. Nexant proposes a payment rate of \$0.118/kWh saved (exclusive of customer incentives) and a payment structure for the non-incentive program implementation costs as summarized in Table 4.

Table 4: Payment Structure for Program Implementation Costs

Milestones	Description	Percentage of Performance Payment
1	Investigation Report Approved	30% (\$0.0354/kWh)
2	Purchase Order (PO) Issued by Customer for Installation	30% (\$0.0354/kWh)
3	M&V report approved by SVP	40%(\$0.0472/kWh)

1.5 PHASE 5 – Customer Feedback Surveys

Nexant has extensive experience in managing demand side management programs of all sizes for investor-owned and publicly owned utilities. We believe a built-in feedback mechanism is a critical component to program management and continuous improvement. The customer feedback survey will collect information on a range of topics, primarily focusing on program information and implementation, project installation, energy savings performance, program value, and overall satisfaction. Nexant will submit a draft customer feedback survey to SVP's CPM prior to any distribution, circulation, or publication.

1.6 PHASE 6 – Energy Savings Persistence Support

Nexant will continue to provide measurement and verification support for customers which received incentives through the SCOOP offering for subsequent years until December 31, 2019.. This service will be focused on maintaining the persistence of the installed measures for up to a 3-year period but is contingent upon the length of this contract. The main components of this service will include but are not limited to:

- Periodic review of facility's energy usage either from an analytics report or through reviewing trends from the FD&D module. The frequency of this review will be every six (6) months.
- Review the results with the customer and discuss next steps
- Update analysis and incentives as needed
- Submit findings and updated report to SVP

Nexant will provide these services on a time and material basis. For each of the assignments, Nexant will submit a specific scope of work and budget to SVP and then proceed with the work once it is approved.

Based on the assumption that a total of six (6) projects will be installed to meet the initial program goal of 1,999,264 gross kWh, Nexant would require a not-to-exceed budget of \$60,000 to fulfill the requirements of this task. Every scope within this task will be individually approved by SVP.

1.7 PHASE 7 – Final Program Report

At the conclusion of the program, Nexant will submit a Final Program Report that will summarize all the program accomplishments and highlight the energy savings delivered. The report will also serve as a blueprint for future program design success and address program challenges, goal attainment, lessons learned, program improvement recommendations, documentation of record retention, and next steps proposed.

2 Program Deliverables and Schedule

In Table 5, SCOOP tasks are listed with their delivery timelines, assuming a January 1, 2017 program start.

Table 6 lists the tasks for each project with the timeline specified for each project.

Table 5: Program Tasks and Timeline

Program Task	Timeline
Kick-off Meeting	At least 2 weeks prior to Program Launch
Marketing Materials & Program Documents Available	January 1, 2017
Program Launch	January 1, 2017
Monthly Savings Targets (kWh and kW)	Provided the 10th day of each month
Monthly Status Report & Invoices	Provided the 10th day of each month
Quarterly Status Report	Provided every 3 months
Final Program Report	Provided within 3 months of program completion

Table 6: SCOOP Deliverables

Project Task	Timeline
Site Investigation	Within 5 work days of signed Incentive Application
Finalize Investigation and Report	Within 4 weeks of completed site investigation and receipt of all requested data
Respond to SVP Queries Related to Investigation	Within one week of receiving the queries
Project Commitment	Within 2 weeks of receiving approval from SVP
Project Installation	At customer's discretion, within 120 days following approval of installation quotation
Installation Inspection	Within one week following completion of measure installation
M&V Report	Within 2 weeks following installation inspection
Signed M&V Report	Within one week following SVP's approval



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SCOPE OF WORK

Specialized Commercial and Industrial Operation
Optimization Program

Submitted to Silicon Valley Power

May 24, 2019

1 Scope of Work

Silicon Valley Power's (SVP) Specialized Commercial and Industrial Operation Optimization Program (SCOOP) offering will continue to target SVP's largest end-users comprising mainly of commercial, biotech, hi-tech, and semiconductor device manufactures. The program's focus is to effectively engage these large and complex customers in taking a long-term view of developing energy savings strategies geared towards implementing measures that will continually optimize the operations of their facilities. The focus of the solutions offering by the program is that the controls upgrades and retrocommissioning (RCx) measures implemented in SCOOP will have long effective useful life (EUL) through the implementation of persistence strategies such as Fault Detection and Diagnostics (FD&D) and building interval meter data analytics. This persistence aspect and a long-term customer engagement plan is geared towards generating a long-term pipeline of opportunities with these target customers.

The original program scope included a first-year energy savings goal of 1,999,264 gross kWh and 208 kW. The goal for this phase of the program will be 3,000,000 kWh and 250 kW during the contract term. Projects must be installed within the first year of the contract period in order to allow for two full years of energy savings persistence support.

The non-incentive program budget for this scope will not exceed \$474,000, including \$120,000 of time-and-material based payments for providing energy savings persistence support (up to \$60,000 of which is to support projects installed under the previous contract), and \$354,000 of performance-based program implementation costs.

The phases below lay out a linear progression through the program, though we recognize that some customers participating in this expanded portion of the program may already be in the project pipeline and will have already progressed through part of the program process.

1.1 PHASE 1 – Enroll Customers

The customer enrollment period will involve the recruitment and targeted studies of commercial and industrial (C&I) customers to enroll in the program. At the conclusion of this stage, Nexant and the customers will have an actionable list of energy efficiency measures which will be ready to install.

- **Program Agreement** – Nexant will continue to implement its marketing plan with the goal of signing project Incentive Applications with the targeted customers. Upon signing the Incentive Application, customers will be considered officially enrolled in the program and eligible to receive preliminary services. At this time, Nexant and SVP will begin to work with the customer to coordinate the preliminary program services.
- **Perform Preliminary Program Services** – Upon receipt of the signed Incentive Application, Nexant will perform the preliminary program services, including a site visit, detailed conversation with the site contact, and, based on that intelligence, a targeted and clinical study to identify the measures with the highest probability of installation. An investigation report describing the measures, methodology, and M&V plan will be submitted to SVP for review. Furthermore, Nexant will promote additional energy efficiency programs from SVP and/or other third-party implementers.
- **Project Commitment** – Once approval is received, Nexant will work with the customer to officially commit the project. At this stage, the measures agreed upon by the customer and Nexant will be ready for implementation.

1.2 PHASE 2 – Install Energy Efficiency Projects

During this phase, the selected EE measures will be installed, completed installations will be inspected by Nexant, any remaining issues will be resolved, and incentive payments will be processed following approval of M&V by SVP.

- **Project Installation** – The project installation will begin once the customer has signed the Project Commitment Document. Each project installation will be completed by the customer and their installation/equipment vendors. If a customer requires assistance in finding a contractor, Nexant will assist the customer in finding the right entity to implement the measures.
- **Implementation Oversight** – During project implementation, Nexant will provide implementation oversight and be in continuous communication with the customer and the contractor to ascertain that all the measures are implemented as recommended and designed.
- **Persistence Plan Implementation** – Whether FD&D or data analytics is applied, Nexant will work closely with the customer to finalize the persistence plan. Regardless if the persistence solution is through Nexant's technology partners or the customer's own contractors, the persistence plan will be in line with the focus of the program offering. The persistence plan for each individual project will require approval from SVP before implementation.
- **Development of Strategic Energy Management Plan** – During this time Nexant will work with the customer to develop a long-term SEM plan for continuous improvement of their facility. This will include multiple discussions with the customer's decision makers and the creation of a master list of improvements they are interested in over a period of 5-10 years. For each of the improvements, the plan will include specific action items such as the type of support needed, the estimated expenditure, types of incentives available, and a tentative timeline. Additionally, Nexant will encourage the customer to put in place a procedure for updating this action plan periodically.
- **Inspections** – Nexant will conduct detailed and thorough inspections with the customer for all completed projects. The inspection process ensures that the installation has been completed properly and is delivering the expected energy savings. We will develop a customer-agreed upon M&V plan documenting activities and include it in the Project Commitment Document. Nexant will work with the FD&D solution provider or the data analytics firm to gather final energy consumption profiles of the facility along with the measure-level monitored data to create a very robust M&V report for SVP review and approval. The M&V Report will be signed by both Nexant and customer, and will serve as the basis for SCOOP incentive payment to the customer.
- **Remedy Installation Issues and Customer Complaints** – Nexant will promptly address any installation issues that arise. Installers will be required to respond to any questions or complaints within a 24-hour period by telephone and to notify Nexant. Nexant and contractors will maintain a customer service log that tracks any customer service calls and the service that has been provided in response.
- **Payment of Incentives** – The program will provide the customer an incentive based on three years of maintaining the energy savings from the installed measures. The incentives will be paid to the customer according to the following schedule:

Table 1: Incentive Payment Schedule

Incentive Milestones	Percentage of Incentive Payment
1- Upon approved measurement and verification	50% of the total verified incentives
2- Persistence verification - Year 1	25% of total verified incentives adjusted for energy savings changes after Year 1

3- Persistence verification - Year 2	Total incentives calculated based on verified Year 2 energy savings minus incentive payments made in the first two milestones
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The incentive amount is capped by 65% of the total project cost which also includes the cost of installing FD&D or subscribing to a data analytics reporting service. The signed M&V report will initiate SVP's incentive payment process for the completed project. The incentive rates for SCOOP are provided in Table 2.

Table 2: Proposed Incentive Rates

Measure Type	Incentive Rates (\$/kWh saved)
Lighting	\$0.10
HVAC	\$0.15
Refrigeration	\$0.15
Other	\$0.11

- Invoicing and Reporting** – The signed M&V Report will become the support document for Nexant's invoice to SVP for completed projects. Nexant will submit the following four files to SVP by the 10th day of each month: measure file, program invoice, monthly narrative, and monthly deliverable worksheet. As requested by SVP, the monthly narrative will summarize the program activities that occurred during the previous month, including expense summary table, energy savings summary table, program accomplishments and our assessment of program performance and status, administrative activities, marketing activities, direct implementation activities, and coordination activities. Nexant will also file quarterly narratives and annual program status reports summarizing the program achievements and the expenses incurred.

Nexant invoices will be submitted as specified in the contract by the 10th day of the each month for the project tasks and completed projects from the previous calendar month. The non-incentive program implementation costs will be paid on a fixed unit basis by gross kWh and therm savings. Nexant shall receive a payment rate of \$0.118/kWh saved (exclusive of customer incentives) with a payment structure for the non-incentive program implementation costs as summarized in Table 3.

Table 3: Payment Structure for Program Implementation Costs

Milestones	Description	Percentage of Performance Payment
1	Investigation Report Approved	30% (\$0.0354/kWh)
2	Purchase Order (PO) Issued by Customer for Installation	30% (\$0.0354/kWh)
3	M&V report approved by SVP	40% (\$0.0472/kWh)

1.3 PHASE 3 – Customer Feedback Surveys

Customer feedback surveys will collect information on a range of topics, primarily focusing on program information and implementation, project installation, energy savings performance, program value, and overall satisfaction.

1.4 PHASE 4 – Energy Savings Persistence Support

Nexant will continue to provide measurement and verification support for customers who received incentives through the SCOOP offering for two years following project installation. This service is contingent upon the length of this contract. The main components of this service will include but are not limited to:

- Periodic review of the facility's energy usage either from an analytics report or through reviewing trends from the FD&D module. The frequency of this review will be every six (6) months.
- Review the results with the customer and discuss next steps
- Update analysis and incentives as needed
- Submit findings and updated report to SVP

Nexant will provide these services on a time and material basis. For each of the assignments, Nexant will submit a specific scope of work and budget to SVP and then proceed with the work once it is approved.

Based on the assumption that a total of twelve (12) projects will be installed during the previous and current contract term, Nexant would require a not-to-exceed budget of \$120,000 to fulfill the requirements of this task. Every scope within this task will be individually approved by SVP.

1.5 PHASE 5 – Final Program Report

At the conclusion of the program, Nexant will submit a Final Program Report that will summarize all program accomplishments and highlight the energy savings delivered. The report will also serve as a blueprint for future program design success and address program challenges, goal attainment, lessons learned, program improvement recommendations, documentation of record retention, and proposed next steps.

2 Program Deliverables and Schedule

In Table 4, SCOOP tasks are listed with their delivery timelines. Table 5 lists the tasks for each project with the timeline specified for each project.

Table 4: Program Tasks and Timeline

Program Task	Timeline
Monthly Savings Targets (kWh and kW)	Provided the 10th day of each month
Monthly Status Report & Invoices	Provided the 10th day of each month
Quarterly Status Report	Provided every 3 months
Final Program Report	Provided within 3 months of program completion

Table 5: SCOOP Deliverables

Project Task	Timeline
Site Investigation	Within 5 work days of signed Incentive Application
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Installation Inspection	Within one week following completion of measure installation
M&V Report	Within 2 weeks following installation inspection
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