

PROFESSIONAL CONSULTANT SERVICES AGREEMENT

RICHARD HEATH & ASSOCIATES, INC.

[Consultant Administered Direct Installation Services for Small Business
RFP No. 2139]

THIS PROFESSIONAL CONSULTANT SERVICES AGREEMENT ("Agreement") is made and entered into this _____ day of _____, 2022 ("Effective Date"), by and between the CITY OF RIVERSIDE, a California charter city and municipal corporation ("City"), and Richard Heath & Associates, Inc., a California corporation ("Consultant").

1. **Scope of Services.** City agrees to retain and does hereby retain Consultant and Consultant agrees to provide the services more particularly described in Exhibit "A," "Scope of Services" ("Services"), attached hereto and incorporated herein by reference, in conjunction with Consultant Administered Direct Installation Services for Small Business – RFP No. 2139 ("Project").

2. **Term.** This Agreement shall be effective on the date first written above and shall remain in effect for three (3) years after the effective date, with an option to extend for two (2) additional one-year terms not to exceed five (5) years, unless otherwise terminated pursuant to the provisions herein.

3. **Compensation/Payment.** Consultant shall perform the Services under this Agreement for the total sum not to exceed One Million Two Hundred Fifty Dollars (\$1,250,000) payable in accordance with the terms set forth in Exhibit "B." Said payment shall be made in accordance with City's usual accounting procedures upon receipt and approval of an itemized invoice setting forth the services performed. The invoices shall be delivered to City at the address set forth in Section 4 hereof.

4. **Notices.** Any notices required to be given, hereunder shall be in writing and shall be personally served or given by mail. Any notice given by mail shall be deemed given when deposited in the United States Mail, certified and postage prepaid, addressed to the party to be served as follows:

To City

Public Utilities
City of Riverside
Attn: Ryan McManus
3900 Main Street
Riverside, CA 92522

To Consultant

Richard Heath & Associates, Inc.
Attn: Cynthia Bruno Rafferty
590 W. Locust Ave. #103
Fresno, CA 93650

5. **Prevailing Wage.** If applicable, Consultant and all subcontractors are required to pay the general prevailing wage rates of per diem wages and overtime and holiday wages determined by the Director of the Department of Industrial Relations under Section 1720 et seq. of the California Labor Code and implemented by Resolution No. 13346 of the City Council of the City of Riverside. The Director's determination is available on-line at www.dir.ca.gov/dlsr/DPreWageDetermination.htm and is referred to and made a part hereof; the wage rates therein ascertained, determined, and specified are referred to and made a part hereof as though fully set forth herein.

6. **Contract Administration.** A designee of the City will be appointed in writing by the City Manager or Department Director to administer this Agreement on behalf of City and shall be referred to herein as Contract Administrator.

7. **Standard of Performance.** While performing the Services, Consultant shall exercise the reasonable professional care and skill customarily exercised by reputable members of Consultant's profession practicing in the Metropolitan Southern California Area, and shall use reasonable diligence and best judgment while exercising its professional skill and expertise.

8. **Personnel.** Consultant shall furnish all personnel necessary to perform the Services and shall be responsible for their performance and compensation. Consultant recognizes that the qualifications and experience of the personnel to be used are vital to professional and timely completion of the Services. The key personnel listed in Exhibit "C" attached hereto and incorporated herein by this reference and assigned to perform portions of the Services shall remain assigned through completion of the Services, unless otherwise mutually agreed by the parties in writing, or caused by hardship or resignation in which case substitutes shall be subject to City approval.

9. **Assignment and Subcontracting.** Neither party shall assign any right, interest, or obligation in or under this Agreement to any other entity without prior written consent of the other party. In any event, no assignment shall be made unless the assignee expressly assumes the obligations of assignor under this Agreement, in a writing satisfactory to the parties. Consultant acknowledges that any assignment may, at the City's sole discretion, require City Manager and/or City Council approval. Consultant shall not subcontract any portion of the work required by this Agreement without prior written approval by the responsible City Contract Administrator. Subcontracts, if any, shall contain a provision making them subject to all provisions stipulated in this Agreement, including without limitation, the insurance obligations set forth in Section 12. The Consultant acknowledges and agrees that the City is an intended beneficiary of any work performed by any subcontractor for purposes of establishing a duty of care between any subcontractor and the City.

10. **Independent Contractor.** In the performance of this Agreement, Consultant, and Consultant's employees, subcontractors and agents, shall act in an independent capacity as independent contractors, and not as officers or employees of the City of Riverside. Consultant acknowledges and agrees that the City has no obligation to pay or withhold state or federal taxes or to provide workers' compensation or unemployment insurance to Consultant, or to Consultant's employees, subcontractors and agents. Consultant, as an independent contractor, shall be responsible for any and all taxes that apply to Consultant as an employer.

11. Indemnification.

11.1 Design Professional Defined. For purposes of this Agreement, "Design Professional" includes the following:

- A. An individual licensed as an architect pursuant to Chapter 3 (commencing with Section 5500) of Division 3 of the Business and Professions Code, and a business entity offering architectural services in accordance with that chapter.
- B. An individual licensed as a landscape architect pursuant to Chapter 3.5 (commencing with Section 5615) of Division 3 of the Business and Professions Code, and a business entity offering landscape architectural services in accordance with that chapter.
- C. An individual registered as a professional engineer pursuant to Chapter 7 (commencing with Section 6700) of Division 3 of the Business and Professions Code, and a business entity offering professional engineering services in accordance with that chapter.
- D. An individual licensed as a professional land surveyor pursuant to Chapter 15 (commencing with Section 8700) of Division 3 of the Business and Professions Code, and a business entity offering professional land surveying services in accordance with that chapter.

11.2 Defense Obligation For Design Professional Liability. Consultant agrees, at its cost and expense, to promptly defend the City, and the City's employees, officers, managers, agents and council members (collectively the "Parties to be Defended") from and against any and all claims, allegations, lawsuits, arbitration proceedings, administrative proceedings, regulatory proceedings, or other legal proceedings to the extent the same arise out of, pertain to, or relate to the negligence, recklessness or willful misconduct of Consultant, or anyone employed by or working under the Consultant or for services rendered to the Consultant in the performance of the Agreement, notwithstanding that the City may have benefited from its work or services and whether or not caused in part by the negligence of an Indemnified Party. Consultant agrees to provide this defense immediately upon written notice from the City, and with well qualified, adequately insured and experienced legal counsel acceptable to City. Consultant will reimburse City for reasonable defense costs for claims arising out of Consultant's professional negligence based on the percentage of Consultant's liability. This obligation to defend as set forth herein is binding on the successors, assigns and heirs of Consultant and shall survive the termination of Consultant's Services under this Agreement.

11.3 Indemnity For Design Professional Liability. When the law establishes a professional standard of care for Consultant's services, to the fullest extent permitted by law, Consultant shall indemnify, protect and hold harmless the City and the City's employees, officers, managers, agents, and Council Members ("Indemnified Parties") from and against any and all claim for damage, charge, lawsuit, action, judicial, administrative, regulatory or arbitration proceeding, damage, cost, expense (including counsel and expert fees), judgment, civil fines and penalties,

liabilities or losses of any kind or nature whatsoever to the extent the same arise out of, pertain to, or relate to the negligence, recklessness or willful misconduct of Consultant, or anyone employed by or working under the Consultant or for services rendered to the Consultant in the performance of the Agreement, notwithstanding that the City may have benefited from its work or services and whether or not caused in part by the negligence of an Indemnified Party.

11.4 Defense Obligation For Other Than Design Professional Liability.

Consultant agrees, at its cost and expense, to promptly defend the City, and the City's employees, officers, managers, agents and council members (collectively the "Parties to be Defended") from and against any and all claims, allegations, lawsuits, arbitration proceedings, administrative proceedings, regulatory proceedings, or other legal proceedings which arise out of, or relate to, or are in any way connected with: 1) the Services, work, activities, operations, or duties of the Consultant, or of anyone employed by or working under the Consultant, or 2) any breach of the Agreement by the Consultant. This duty to defend shall apply whether or not such claims, allegations, lawsuits or proceedings have merit or are meritless, or which involve claims or allegations that any or all of the Parties to be Defended were actively, passively, or concurrently negligent, or which otherwise assert that the Parties to be Defended are responsible, in whole or in part, for any loss, damage or injury. Consultant agrees to provide this defense immediately upon written notice from the City, and with well qualified, adequately insured and experienced legal counsel acceptable to City. This obligation to defend as set forth herein is binding on the successors, assigns and heirs of Consultant and shall survive the termination of Consultant's Services under this Agreement.

11.5 Indemnity For Other Than Design Professional Liability. Except as to the sole negligence or willful misconduct of the City, Consultant agrees to indemnify, protect and hold harmless the Indemnified Parties from and against any claim for damage, charge, lawsuit, action, judicial, administrative, regulatory or arbitration proceeding, damage, cost, expense (including counsel and expert fees), judgment, civil fine and penalties, liabilities or losses of any kind or nature whatsoever whether actual, threatened or alleged, which arise out of, pertain to, or relate to, or are a consequence of, or are attributable to, or are in any manner connected with the performance of the Services, work, activities, operations or duties of the Consultant, or anyone employed by or working under the Consultant or for services rendered to Consultant in the performance of this Agreement, notwithstanding that the City may have benefited from its work or services. This indemnification provision shall apply to any acts, omissions, negligence, recklessness, or willful misconduct, whether active or passive, on the part of the Consultant or anyone employed or working under the Consultant.

12. Insurance.

12.1 General Provisions. Prior to the City's execution of this Agreement, Consultant shall provide satisfactory evidence of, and shall thereafter maintain during the term of this Agreement, such insurance policies and coverages in the types, limits, forms and ratings required herein. The rating and required insurance policies and coverages may be modified in writing by the City's Risk Manager or City Attorney, or a designee, unless such modification is prohibited by law.

12.1.1 Limitations. These minimum amounts of coverage shall not constitute any limitation or cap on Consultant's indemnification obligations under Section 11 hereof.

12.1.2 **Ratings.** Any insurance policy or coverage provided by Consultant or subcontractors as required by this Agreement shall be deemed inadequate and a material breach of this Agreement, unless such policy or coverage is issued by insurance companies authorized to transact insurance business in the State of California with a policy holder's rating of A or higher and a Financial Class of VII or higher.

12.1.3 **Cancellation.** The policies shall not be canceled unless thirty (30) days' prior written notification of intended cancellation has been given to City by certified or registered mail, postage prepaid.

12.1.4 **Adequacy.** The City, its officers, employees and agents make no representation that the types or limits of insurance specified to be carried by Consultant pursuant to this Agreement are adequate to protect Consultant. If Consultant believes that any required insurance coverage is inadequate, Consultant will obtain such additional insurance coverage as Consultant deems adequate, at Consultant's sole expense.

12.2 **Workers' Compensation Insurance.** By executing this Agreement, Consultant certifies that Consultant is aware of and will comply with Section 3700 of the Labor Code of the State of California requiring every employer to be insured against liability for workers' compensation, or to undertake self-insurance before commencing any of the work. Consultant shall carry the insurance or provide for self-insurance required by California law to protect said Consultant from claims under the Workers' Compensation Act. Prior to City's execution of this Agreement, Consultant shall file with City either 1) a certificate of insurance showing that such insurance is in effect, or that Consultant is self-insured for such coverage, or 2) a certified statement that Consultant has no employees, and acknowledging that if Consultant does employ any person, the necessary certificate of insurance will immediately be filed with City. Any certificate filed with City shall provide that City will be given ten (10) days' prior written notice before modification or cancellation thereof.

12.3 **Commercial General Liability and Automobile Insurance.** Prior to City's execution of this Agreement, Consultant shall obtain, and shall thereafter maintain during the term of this Agreement, commercial general liability insurance and automobile liability insurance as required to insure Consultant against damages for personal injury, including accidental death, as well as from claims for property damage, which may arise from or which may concern operations by anyone directly or indirectly employed by, connected with, or acting for or on behalf of Consultant. The City, and its officers, employees and agents, shall be named as additional insureds under the Consultant's insurance policies.

12.3.1 Consultant's commercial general liability insurance policy shall cover both bodily injury (including death) and property damage (including, but not limited to, premises operations liability, products-completed operations liability, independent contractor's liability, personal injury liability, and contractual liability) in an amount not less than \$1,000,000 per occurrence and a general aggregate limit in the amount of not less than \$2,000,000.

12.3.2 Consultant's automobile liability policy shall cover both bodily injury and property damage in an amount not less than \$1,000,000 per occurrence and an aggregate limit of not less than \$1,000,000. All of Consultant's automobile and/or commercial general liability

insurance policies shall cover all vehicles used in connection with Consultant's performance of this Agreement, which vehicles shall include, but are not limited to, Consultant owned vehicles, Consultant leased vehicles, Consultant's employee vehicles, non-Consultant owned vehicles and hired vehicles.

12.3.3 Prior to City's execution of this Agreement, copies of insurance policies or original certificates along with additional insured endorsements acceptable to the City evidencing the coverage required by this Agreement, for both commercial general and automobile liability insurance, shall be filed with City and shall include the City and its officers, employees and agents, as additional insureds. Said policies shall be in the usual form of commercial general and automobile liability insurance policies, but shall include the following provisions:

It is agreed that the City of Riverside, and its officers, employees and agents, are added as additional insureds under this policy, solely for work done by and on behalf of the named insured for the City of Riverside.

12.3.4 The insurance policy or policies shall also comply with the following provisions:

- a. The policy shall be endorsed to waive any right of subrogation against the City and its sub-consultants, employees, officers and agents for services performed under this Agreement.
- b. If the policy is written on a claims made basis, the certificate should so specify and the policy must continue in force for one year after completion of the services. The retroactive date of coverage must also be listed.
- c. The policy shall specify that the insurance provided by Consultant will be considered primary and not contributory to any other insurance available to the City and Endorsement No. CG 20010413 shall be provided to the City.

12.4 **Errors and Omissions Insurance.** Prior to City's execution of this Agreement, Consultant shall obtain, and shall thereafter maintain during the term of this Agreement, errors and omissions professional liability insurance in the minimum amount of \$1,000,000 to protect the City from claims resulting from the Consultant's activities.

12.5 **Subcontractors' Insurance.** Consultant shall require all of its subcontractors to carry insurance, in an amount sufficient to cover the risk of injury, damage or loss that may be caused by the subcontractors' scope of work and activities provided in furtherance of this Agreement, including, but without limitation, the following coverages: Workers Compensation, Commercial General Liability, Errors and Omissions, and Automobile liability. Upon City's request, Consultant shall provide City with satisfactory evidence that Subcontractors have obtained insurance policies and coverages required by this section.

13. **Business Tax.** Consultant understands that the Services performed under this Agreement constitutes doing business in the City of Riverside, and Consultant agrees that Consultant will register for and pay a business tax pursuant to Chapter 5.04 of the Riverside Municipal Code and keep such tax certificate current during the term of this Agreement.

14. **Time of Essence.** Time is of the essence for each and every provision of this Agreement.

15. **City's Right to Employ Other Consultants.** City reserves the right to employ other Consultants in connection with the Project. If the City is required to employ another consultant to complete Consultant's work, due to the failure of the Consultant to perform, or due to the breach of any of the provisions of this Agreement, the City reserves the right to seek reimbursement from Consultant.

16. **Accounting Records.** Consultant shall maintain complete and accurate records with respect to costs incurred under this Agreement. All such records shall be clearly identifiable. Consultant shall allow a representative of City during normal business hours to examine, audit, and make transcripts or copies of such records and any other documents created pursuant to this Agreement. Consultant shall allow inspection of all work, data, documents, proceedings, and activities related to the Agreement for a period of three (3) years from the date of final payment under this Agreement.

17. **Confidentiality.** All ideas, memoranda, specifications, plans, procedures, drawings, descriptions, computer program data, input record data, written information, and other materials either created by or provided to Consultant in connection with the performance of this Agreement shall be held confidential by Consultant, except as otherwise directed by City's Contract Administrator. Nothing furnished to Consultant which is otherwise known to the Consultant or is generally known, or has become known, to the related industry shall be deemed confidential. Consultant shall not use City's name or insignia, photographs of the Project, or any publicity pertaining to the Services or the Project in any magazine, trade paper, newspaper, television or radio production, website, or other similar medium without the prior written consent of the City.

18. **Ownership of Documents.** All reports, maps, drawings and other contract deliverables prepared under this Agreement by Consultant shall be and remain the property of City. Consultant shall not release to others information furnished by City without prior express written approval of City.

19. **Copyrights.** Consultant agrees that any work prepared for City which is eligible for copyright protection in the United States or elsewhere shall be a work made for hire. If any such work is deemed for any reason not to be a work made for hire, Consultant assigns all right, title and interest in the copyright in such work, and all extensions and renewals thereof, to City, and agrees to provide all assistance reasonably requested by City in the establishment, preservation and enforcement of its copyright in such work, such assistance to be provided at City's expense but without any additional compensation to Consultant. Consultant agrees to waive all moral rights relating to the work developed or produced, including without limitation any and all rights of identification of authorship and any and all rights of approval, restriction or limitation on use or subsequent modifications.

20. **Conflict of Interest.** Consultant, for itself and on behalf of the individuals listed in Exhibit "C," represents and warrants that by the execution of this Agreement, they have no interest, present or contemplated, in the Project affected by the above-described Services. Consultant further warrants that neither Consultant, nor the individuals listed in Exhibit "C" have any real property, business interests or income interests that will be affected by this project or, alternatively, that Consultant will file with the City an affidavit disclosing any such interest.

21. **Solicitation.** Consultant warrants that Consultant has not employed or retained any person or agency to solicit or secure this Agreement, nor has it entered into any agreement or understanding for a commission, percentage, brokerage, or contingent fee to be paid to secure this Agreement. For breach of this warranty, City shall have the right to terminate this Agreement without liability and pay Consultant only for the value of work Consultant has actually performed, or, in its sole discretion, to deduct from the Agreement price or otherwise recover from Consultant the full amount of such commission, percentage, brokerage or commission fee. The remedies specified in this section shall be in addition to and not in lieu of those remedies otherwise specified in this Agreement.

22. **General Compliance With Laws.** Consultant shall keep fully informed of federal, state and local laws and ordinances and regulations which in any manner affect those employed by Consultant, or in any way affect the performance of services by Consultant pursuant to this Agreement. Consultant shall at all times observe and comply with all such laws, ordinances and regulations, and shall be solely responsible for any failure to comply with all applicable laws, ordinances and regulations. Consultant represents and warrants that Consultant has obtained all necessary licenses to perform the Scope of Services and that such licenses are in good standing. Consultant further represents and warrants that the services provided herein shall conform to all ordinances, policies and practices of the City of Riverside.

23. **Waiver.** No action or failure to act by the City shall constitute a waiver of any right or duty afforded City under this Agreement, nor shall any such action or failure to act constitute approval of or acquiescence in any breach thereunder, except as may be specifically, provided in this Agreement or as may be otherwise agreed in writing.

24. **Amendments.** This Agreement may be modified or amended only by a written agreement and/or change order executed by the Consultant and City.

25. **Termination.** City, by notifying Consultant in writing, shall have the right to terminate any or all of Consultant's services and work covered by this Agreement at any time. In the event of such termination, Consultant may submit Consultant's final written statement of the amount of Consultant's services as of the date of such termination based upon the ratio that the work completed bears to the total work required to make the report complete, subject to the City's rights under Sections 15 and 26 hereof. In ascertaining the work actually rendered through the termination date, City shall consider completed work, work in progress and complete and incomplete reports and other documents only after delivered to City.

25.1 Other than as stated below, City shall give Consultant thirty (30) days' prior written notice prior to termination.

25.2 City may terminate this Agreement upon fifteen (15) days' written notice to Consultant, in the event:

25.2.1 Consultant substantially fails to perform or materially breaches the Agreement; or

25.2.2 City decides to abandon or postpone the Project.

26. **Offsets.** Consultant acknowledges and agrees that with respect to any business tax or penalties thereon, utility charges, invoiced fee or other debt which Consultant owes or may owe to the City, City reserves the right to withhold and offset said amounts from payments or refunds or reimbursements owed by City to Consultant. Notice of such withholding and offset, shall promptly be given to Consultant by City in writing. In the event of a dispute as to the amount owed or whether such amount is owed to the City, City will hold such disputed amount until either the appropriate appeal process has been completed or until the dispute has been resolved.

27. **Successors and Assigns.** This Agreement shall be binding upon City and its successors and assigns, and upon Consultant and its permitted successors and assigns, and shall not be assigned by Consultant, either in whole or in part, except as otherwise provided in paragraph 9 of this Agreement.

28. **Venue.** Any action at law or in equity brought by either of the parties hereto for the purpose of enforcing a right or rights provided for by this Agreement shall be tried in the Superior Court, County of Riverside, State of California, and the parties hereby waive all provisions of law providing for a change of venue in such proceedings to any other county. In the event either party hereto shall bring suit to enforce any term of this Agreement or to recover any damages for and on account of the breach of any term or condition of this Agreement, it is mutually agreed that each party will bear their own attorney's fees and costs.

29. **Nondiscrimination.** During Consultant's performance of this Agreement, Consultant shall not discriminate on the grounds of race, religious creed, color, national origin, ancestry, age, physical disability, mental disability, medical condition, including the medical condition of Acquired Immune Deficiency Syndrome (AIDS) or any condition related thereto, marital status, sex, genetic information, gender, gender identity, gender expression, or sexual orientation, military and veteran status, in the selection and retention of employees and subcontractors and the procurement of materials and equipment, except as provided in Section 12940 of the California Government Code. Further, Consultant agrees to conform to the requirements of the Americans with Disabilities Act in the performance of this Agreement.

30. **Severability.** Each provision, term, condition, covenant and/or restriction, in whole and in part, of this Agreement shall be considered severable. In the event any provision, term, condition, covenant and/or restriction, in whole and/or in part, of this Agreement is declared invalid, unconstitutional, or void for any reason, such provision or part thereof shall be severed from this Agreement and shall not affect any other provision, term, condition, covenant and/or restriction of this Agreement, and the remainder of the Agreement shall continue in full force and effect.

31. **Authority.** The individuals executing this Agreement and the instruments referenced herein on behalf of Consultant each represent and warrant that they have the legal power, right and actual authority to bind Consultant to the terms and conditions hereof and thereof.

32. **Entire Agreement.** This Agreement constitutes the final, complete, and exclusive statement of the terms of the agreement between the parties pertaining to the subject matter of this Agreement, and supersedes all prior and contemporaneous understandings or agreements of the parties. Neither party has been induced to enter into this Agreement by and neither party is relying on, any representation or warranty outside those expressly set forth in this Agreement.

33. **Interpretation.** City and Consultant acknowledge and agree that this Agreement is the product of mutual arms-length negotiations and accordingly, the rule of construction, which provides that the ambiguities in a document shall be construed against the drafter of that document, shall have no application to the interpretation and enforcement of this Agreement.

33.1 Titles and captions are for convenience of reference only and do not define, describe or limit the scope or the intent of the Agreement or any of its terms. Reference to section numbers, are to sections in the Agreement unless expressly stated otherwise.

33.2 This Agreement shall be governed by and construed in accordance with the laws of the State of California in effect at the time of the execution of this Agreement.

33.3 In the event of a conflict between the body of this Agreement and Exhibit "A" - Scope of Services hereto, the terms contained in Exhibit "A" shall be controlling.

34. **Exhibits.** The following exhibits attached hereto are incorporated herein to this Agreement by this reference:

Exhibit "A" - Scope of Services
Exhibit "B" - Compensation
Exhibit "C" - Key Personnel

IN WITNESS WHEREOF, City and Consultant have caused this Agreement to be duly executed the day and year first above written.

CITY OF RIVERSIDE, a California
charter city and municipal corporation

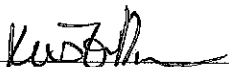
RICHARD HEATH & ASSOCIATES, INC.,
a California corporation

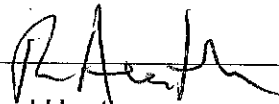
By: _____
City Manager

By: 
James O'Bannon
[Printed Name]
Chairman of the Board
[Title]

Attest: _____
City Clerk

Certified as to Availability of Funds:

By: 
for Chief Financial Officer

By: 
Richard Heath
[Printed Name]
Secretary
[Title]

Approved as to Form:

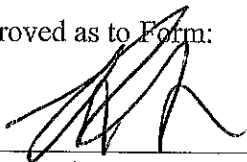
By: 
Ruthann M. Salera
Deputy City Attorney

EXHIBIT "A"

SCOPE OF SERVICES

Exhibit A

Small Business Program Scope of Services

Program Description

The Small Business Program provides small and medium-sized businesses with energy audits, and direct installation of energy efficiency measures such as lighting upgrades and controls, HVAC tune-ups, exit and open/closed signs, advanced power strips and weatherization.

Contract Management

1. Development of Program Scopes and Budgets
 - a. Consultant(s) will work directly with RPU to develop program scope and budget that meets the unique goals and objectives of RPU. This process will include, but not be limited to, completion of a Consultant provided program questionnaire to establish RPU's program goals and objectives, use of a budget analysis tool which allows RPU to customize their measure portfolio, target penetration rates and incentive levels. Consultant(s) will provide program and technical guidance to ensure RPU's program is designed to best meet the program goals and objectives.
2. Invoicing
 - a. Monthly invoices will be submitted to RPU for projects completed. Invoices will associate all project costs issued under the Agreement.
3. Budget Tracking
 - a. Project costs billed to RPU will be tracked on a monthly and program-to-date basis. Consultant(s) will maintain a budget tracker which compares the program-to-date expenses to the total budget for each RPU to ensure funds are not exceeded under this Agreement. The budget tracker will also include kWh savings for each invoice and a year to date total.
4. Program Management Database
 - a. Consultant(s) shall utilize a program management database that tracks program metrics including but not limited to:
 - i. Site evaluation date
 - ii. Site assessment
 - iii. Measures installed
 - iv. Notes regarding installation
 - b. Database must include RPU login access for RPU Program Manager
 - c. Database must have the capability to produce monthly reports that are compatible with ESP Portfolio
5. SubConsultant Management
 - a. Consultant(s) will be responsible for the quality of work of all subConsultants utilized under this Agreement.

Program Delivery

1. Program Development

- a. The purpose of this task is to prepare for program launch. This may include updating program materials and determining other RPU collateral to be left with customers, creating program templates (such as a RPU's letter introducing the program), pre-ordering materials, recruitment and training of installation subConsultants, and program training for RPU's staff.

2. Customer Recruitment

- a. The purpose of this task is to market the program to potential customers in RPU's service territory. The goal of this task is to enlist customers and schedule their retrofit installations.
- b. The Consultant(s) customer recruitment strategy should be multi-faceted and may include:
 - i. An introduction letter sent by Consultant(s) on behalf of RPU
 - ii. A postcard campaign to further alert prospects
 - iii. Site visits from program auditors following leads generated by direct mail or the website

3. Small Business Program Site Evaluation Report

- a. Customers who express interest in the program will receive a site audit by a program auditor. The auditor will inspect existing equipment at their facility for energy upgrade opportunities.
- b. The program auditor will record their findings and prepare a scope of work for the customer. The scope of work will detail all recommended energy efficient measures, the energy and monetary savings estimates, the incentives available and the customer co-pay, if any. The auditor will submit the signed proposal and documentation to program administrator. Auditors will follow up with customers who require extra time to decide, have additional questions or must meet requirements specific to their business (e.g. corporate approval).

4. Project Logistics

- a. Once a customer signs the required participation paperwork, program administration will take responsibility for coordinating successful project delivery. This includes purchasing required material for the project, as well as reserving funds in RPU's budget to avoid oversubscription of funds issued in the Agreement.

5. Retrofit Installations

- a. An appointment for the project installation work will be scheduled with the customer. Installers will arrive at the scheduled time, greet the customer or their employee, and identify themselves as a representative of RPU.

Measure	Quantity	Administration Cost	Material Cost	Labor Cost	Total Installed Cost	
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RFP No. 2139

- b. Upon completion of the installations, the installer will provide the customer with an explanation of all work that was performed. When the work meets the customer's approval, they will be asked to sign a Project Completion Form. If the job cannot be completed on that day, the installer will let the customer know when they will return to complete the job. In the event a customer is not satisfied with the installation and chooses not to sign the completion form, the installer will first work to rectify the customer's concerns. If immediate resolution is not possible, the installer will seek guidance from Consultant(s) Program Administration. If a resolution still cannot be achieved, Consultant(s) Program Administration will determine the best course of action by consulting with RPU.

6. Quality Assurance / Quality Control

- a. All materials installed under this Agreement shall be for new and sourced from the best-known suppliers. Consultant(s) will provide data sheets for all products installed upon request.
- b. Quality Control (QC) site visits will be required by Consultant(s) Program Administration to provide RPU with a high level of confidence and assurance in the accuracy of reported measures, savings and customer satisfaction. The QC site visits, shall include the verification of the following:
 - i. All measures reported and invoiced by the installer shall be accounted for in the building and that the measures are installed and working properly.
 - ii. In the event a discrepancy or improper installation is identified, Consultant(s) will follow up with the installing Consultant and ensure the work is rectified.
 - iii. Consultant(s) will interview the customer and reinforce to the customer that RPU is providing the direct installation program to help manage their energy costs. It is paramount that the customer's participation and experience in the program was a positive one.
 - iv. If the customer indicates dissatisfaction with any aspect of the program, Consultant(s) will report it to the installing Consultant and ensure that any issues are addressed to the customer's satisfaction.

Program Metrics

The measures installed, date of installation, and estimated energy savings and demand reduction shall be tracked on an ongoing basis during the course of the Agreement. Monthly reports will be prepared for RPU and will detail the activity from the month and for the total program-to-date in their service territory. A separate report will be prepared for RPU's fiscal year which will include all the data required to report the retrofit projects and savings in the ESP Portfolio reporting tool.

Example of Small Business Program Measures and Pricing Format for Submission:

B1. UNDERSTANDING OF SERVICES

For more than 18 years, RHA has provided direct installation services for multiple municipal and investor-owned utilities including implementing RPU's Outdoor Lighting Program from 2018 – 2020 and other RPU commercial programs from 2010 – 2019. Additionally, the years of experience obtained with Riverside Public Utilities provide RHA with a unique insight into the city's customer base and socioeconomics. As a result, RHA knows RPU's commitment to its customers, community and the environment and has first-hand program experience to support RPU and its goals. We are adept at providing energy audits and direct installation services and know how to reach and serve small businesses.

We understand the requested scope of work includes:

- Program development
- Customer recruitment
- Small business program site evaluation reports
- Project logistics
- Retrofit installations
- Quality assurance/quality control
- Program metrics/reports

Additionally, RHA meets all required prerequisites. RHA:

- Has provided direct installation services to over 10,000 municipal and investor-owned utility commercial customers over the past five years
- Has not filed for bankruptcy under any business name over the past five years
- Has registered as a "Prospective Bidder" on the City's electronic "Current Prospective Bidders List" on the PlanetBids vendor portal
- Has downloaded RFP by clicking "Place eBid" in order to appear on bidder's list as a "Prospective Bidder"
- Holds appropriate licenses for our discipline and services to be performed including:
 - California Contractors State License Board B, C-10, C-20, and C-36
 - California Advanced Lighting Controls Training Program Certified Installer Contractor
- Is registered with the Department of Industrial Relations (DIR)

EXPERIENCE AND QUALIFICATIONS

RPU's requested services directly align with RHA's experience and qualifications. RHA has successfully implemented commercial programs for over 15 municipal utilities. Our experience working on the front line of so many programs make us keenly aware of the unique needs and challenges business owners, employees, and municipal utilities face. RHA works diligently to develop and refine the key capabilities necessary to serve this audience and brings the following strengths and attributes to the scope of work:

- **Local Knowledge:** RHA has worked with RPU's Small Business Direct Install Program, Outdoor Lighting Program, and a special smart thermostat initiative. We know the Riverside

neighborhoods and where pockets of opportunity lie. Our diverse staff is culturally competent and multi-lingual, facilitating the delivery of services to RPU's diverse customer base.

- **Skilled Outreach and Engagement Team:** Business owners are busy, and energy efficiency may not be their top priority. RHA's outreach team is skilled at engaging customers in discussing how efficiency improvements will help them meet their key business goals and reduce expenses.
- **Experience Making Efficiency Decisions Easy:** Business owners' time is limited. Our skilled team will assess customers' unique situation and present options that resonate with customers and provide maximum savings. For customers moving forward with efficiency improvements, RHA will assist them with the necessary paperwork and present it to RPU for approval, respecting the customers time and making the process easy.
- **Inventory Management:** RHA's local warehouse and inventory management expertise translates into higher availability of measure inventory, resulting in quicker customer installation and warranty repair timeframes, higher overall satisfaction, and lower cancellation rates. RHA keeps a local inventory of \$600,000 to \$800,000 at any given time. In addition, our installation technicians are provided with a Home Depot account to purchase parts on an as-needed basis should additional parts be required for a project.
- **Skilled Installation Teams:** RHA's installation teams recognize that business owners and employees need installation services delivered quickly and with minimal disruptions to their customers, employees, and operations. RHA's installers are highly and continuously trained for safety, challenging installation situations, professional customer service and have experience with commercial customers and installations.
- **Focus on Customer Experience:** RHA strives to deliver an exceptional customer experience. We deliver program services at the customer's convenience and ensure customers are satisfied with our work before we leave the premises. If there are any customer issues, we take immediate action to resolve them. As a testament to the positive customer experiences we deliver, RHA has included customer appreciation letters in Appendix 1.

RHA also minimizes both risk and administrative burden to RPU by offering:

- **Minimal Start-up Time:** As a former implementer of RPU's Small Business Program and Outdoor Lighting Program and the current implementer of other municipal utility energy efficiency programs in the Los Angeles area, RHA has the people, tools, processes, and relationships in place to quickly ramp up program operations and seamlessly continue service to customers with minimal transition period and no pause in program delivery.
- **Cost-effective Program Implementation Practices:** RHA continuously assesses and monitors program operations to maximize program benefits while keeping costs to a minimum. As good

stewards of public funds, RHA is committed to ensuring RPU's program dollars achieve the greatest impact possible.

- **Commitment to Meeting Goals:** RHA has a history of meeting or exceeding goals, including budget, volume, and savings goals. RHA delivers superior customer service and has delivered energy efficiency programs on time and on budget for many years.
- **Client Partnership:** Because we understand our clients' challenges and the industry's demands, RHA is always prepared to adapt. This enables us to focus on achieving our client's overarching goals and make reasonable scope changes without necessitating a change to the budget or contract. When we submit a proposal, we sign up for a partnership focused on getting the job done.

B.2. APPROACH AND METHODOLOGY

RHA's approach to delivering the services requested by RPU is centered around delivering an exceptional customer experience.



Our goal is to deliver a streamlined, consistent, and positive customer journey that makes it easy for small business customers to receive installation services and achieve desired results.

RHA's approach is customer centric because:

- We will guide and help the customer through all phases of project identification, initiation, and completion.
- We will be available to work directly with the customer to assist with project planning, scope development and answer customer questions throughout the entire journey.
- We will ensure a smooth and seamless customer experience by monitoring progress and helping the customer navigate through the process, addressing barriers and ensuring customers make it through the journey effortlessly.
- We will provide post-installation support should any issues arise, such as installation or warranty issues.
- We will ensure that we update RPU each step of the way regarding the status of every customer.
- RHA has developed a database specific for RPU which will help track installations, savings, projects schedule, installation technicians and energy assessors providing services. Access to the database and information will be always available to RPU's personnel.

RHA is also committed to delivering a positive experience for RPU as our client. RHA's goal is to serve as a resource and asset that requires minimal management and oversight from RPU. More importantly, we will do our best to be a nexus that strengthens the connection between RPU and the community.

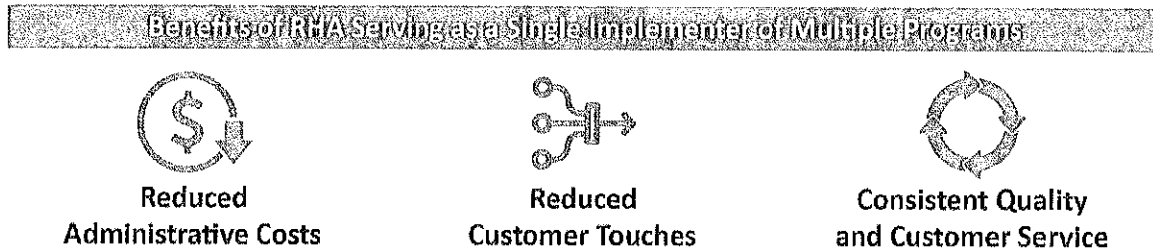
SINGLE IMPLEMENTER APPROACH

It is important to note that RHA is submitting proposals for two open opportunities with RPU:

- RFP No. 2137 Consultant Administered Direct Installation Services for Outdoor Lighting Program
- RFP No. 2139 Small Business Direct Installation Program

Figure 1 below highlights the key benefits of RHA serving as a single implementer of multiple programs.

Figure 1.



With RHA serving as a single implementer, we can deliver cross-program services that are more:

- **Cost-Effective:** RHA will leverage the same management structure, personnel and administrative infrastructure if awarded more than one program. This structure will aid RPU in reducing administrative costs. We will scale up or down as needed.



For the sake of this proposal, RHA has provided pricing based on the Small Business Program Scope of Work (SOW) only. If awarded multiple programs, RHA will work with RPU to negotiate a reduction in overall administrative costs.

- **Streamlined:** When applicable, RHA will screen customers for potential eligibility in other programs. Additionally, should a customer participate in two programs (for example, the Small Business Program and the Outdoor Lighting Program), RHA will combine site evaluation visits and installation visits to minimize customer touches and impacts.



- **Consistent:** RHA will deliver consistent customer experiences across programs, ensuring that no matter the customer type or service, all customers will receive the same quality of services and exceptional customer service.



METHODOLOGY

Contract Management

1. Development of Program Scopes and Budgets

RHA will work with RPU to further develop and customize program scopes and budgets that meet RPU's unique goals and objectives. This process will include:

- Holding a kick-off and initial meetings with RPU to review a program questionnaire to establish program goals and objectives in detail

- Using a budget analysis tool to enable RPU to customize a measure portfolio, target penetration rates and incentive levels
- Creating an agreed-upon timeline for delivering services each fiscal year
- Providing program and technical guidance to ensure RPU's program best meets program goals and objectives

RHA previously provided direct installation programs for small and medium-sized businesses for RPU and currently administers multiple commercial direct installation programs for other municipal utilities. Therefore, RHA has existing program plans, documentation, and a customized database that we can leverage to build new program plans and goals. We will review existing documents and program designs, identify potential areas for customization and improvement for RPU, and work with RPU to finalize program plans.

RHA will also continuously evaluate program measures and operations to ensure continuous process improvement and update RPU with new technologies and measures that could benefit the program.

2. Invoicing

RHA understands the importance of accurate and timely invoicing and billing. We will use our existing internal database (discussed further in Item 4 of this proposal section) to track all invoiceable jobs and will review the database regularly to ensure jobs include required documentation and accurate data.

RHA will submit monthly invoices to RPU for projects completed. We will ensure invoices associate all project costs issued under the Agreement. We will work with RPU to customize and make updates to our invoicing format and process as required.

For RPU's convenience, RHA will store all invoices in our database. They will always be accessible to RPU in PDF format and Microsoft Excel format.

3. Budget Tracking

RHA will maintain a budget tracker using our internal database to track program-to-date expenses against total budget. This will aid RHA and RPU in not exceeding fund limits. The budget tracker will include kWh savings for each invoice and a year-to-date total.

RHA will track and report monthly and program-to-date project costs to RPU. Figure 2 below is a snapshot of some budget tracker dashboards we currently use for other municipal utility programs. We have included a sample version of this tool in Appendix 2. RHA used a similar tool when we previously administered RPU's Outdoor Lighting Program and Small Business Program and we will work with RPU to alter our existing tool, as needed, to ensure it meets RPU needs. RPU will be able to access near real-time data (~one day behind) in the tracking tool and will also be able to pull ad hoc reports at its convenience.

Figure 2.

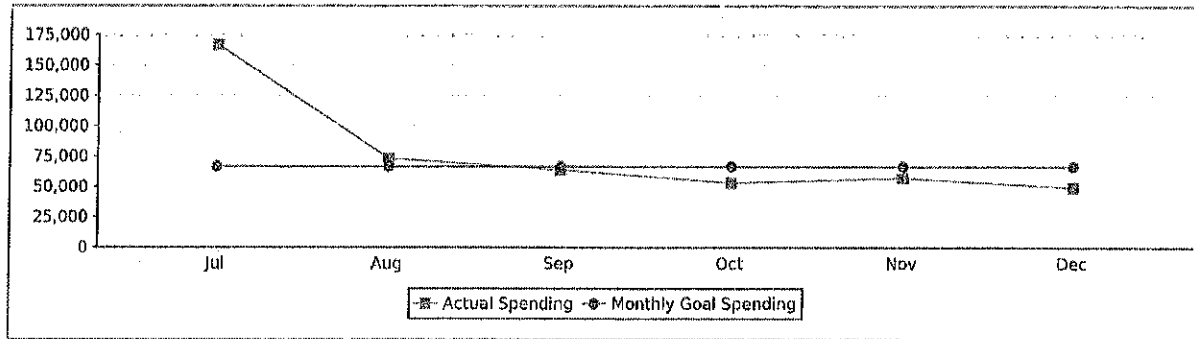


Figure 3.

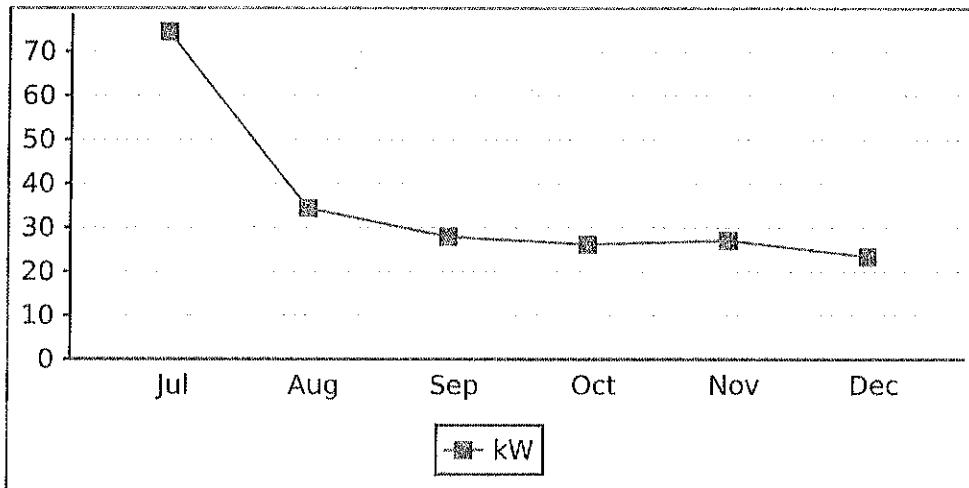
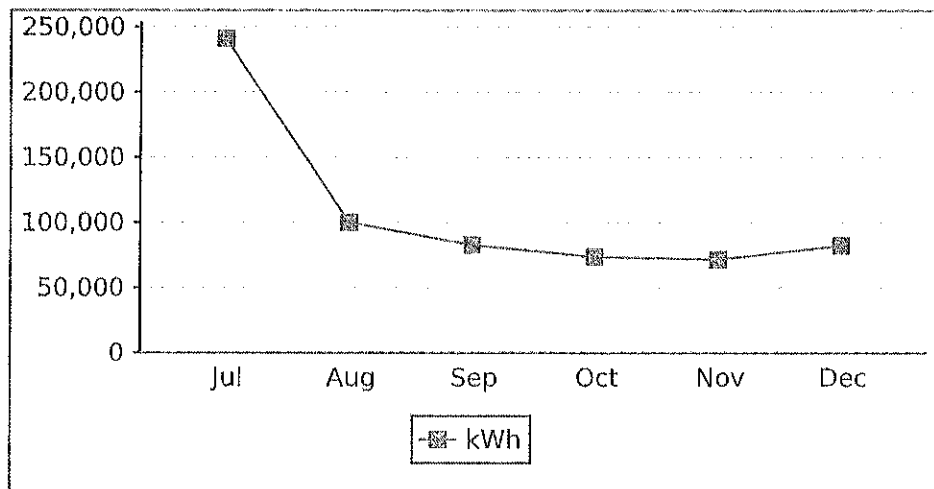


Figure 4.



4. Program Management Database

RHA has an existing database that was designed and continues to evolve as a tool to serve the tracking needs and project goals of energy efficiency programs. This database is already being used effectively for municipal utility programs and was used for RPU programs in the past. The database will maximize data collection, minimize software engineering costs, and give RPU an in-depth view of program status and jobs. RHA's database has all RPU-requested functions including:

- Tracks metrics, including site evaluation date, site assessment, measures installed, notes regarding installation, etc.
- Provides direct access for RPU's Program Manager and other designated representatives at no additional cost
- Produces reports, including monthly reports that are compatible with ESP Portfolio

The efficiency of RHA's database includes speed, accuracy, flexibility, and cost savings, as well as the ability to analyze data on-the-fly and generate ad hoc reports. It can also accommodate multiple program modules to track the operations of multiple programs individually.

RHA's database functionality is outlined below. RHA will work with RPU to identify functionalities required for program management and tracking and will customize an RPU-specific database to meet program needs. Current functionality options include:

- **Customer Surveys**
 - Serves as a library for all survey-related documents including billing data files, completed reports and other documentation
 - Provides embedded customer satisfaction and quality assurance survey forms
- **Scheduled and Completed Appointments**
 - Allows job tracking of customer touches and program process from start to finish
- **Inventory of Existing and Newly Installed Equipment**
 - Captures and uploads images for each measure in real time while a survey or service is being performed
 - Allows for real-time audit data collection, storage, and access
- **Program Costs**
 - Maintains up-to-date program financials, customer and client summary and graphs which includes contract goals, year-to-date savings, etc.
- **Energy Savings**
 - Automatically calculates savings associated with energy efficiency measures and respective cost savings
 - Stores the energy efficiency calculations used to estimate savings
 - Capable of holding electric and gas billing data

- **Installed Equipment and Measures**
 - Tracks specific measures installed at each customer location, including quantity
 - Captures existing equipment (appliances) in customer locations with brand and model information and calculates energy consumption rates
- **Recommendations and Notes**
 - Enables real-time access to every document associated to the individual customer, including recommendations and notes, audit findings and survey results
- **Ad Hoc and Custom Reports**
 - Provides on-the-spot survey reports
 - Provides customizable program reports in user-friendly formats such as Excel or PDF
 - Example reports include savings report (for any selected period), productivity report, audit report, installed measure report, work order report, etc.
 - Produces program and report dashboards
- **Investment by Customer and Department**
 - Tracks customer costs and incentives paid/to be paid by utility for invoicing purposes
 - Automatic invoice generation is available to utility at any given time
- **Complaint Tracking**
 - Tracks customer complaints, resolution plans, action taken and status
 - Allows utility to create complaints and referrals and track status
 - When a complaint or referral is generated, the database sends an automatic email notification to the program manager and other stakeholders
 - Tracks complaint and referral status updates
- **Other Functionality**
 - Stores energy audit results and calculations, including the following metrics:
 - Energy Use Index (BTU/sq. ft.)
 - Energy Cost Index (\$/sq. ft.)
 - Building characteristics (building type, size, vintage, etc.)
 - Energy savings potential, including savings realized because of measures installed
 - Demand reduction potential for use in a future Auto DR (demand response) program
 - Provides a library that contains workpapers and program-relevant information
 - Retains a log of all changes made to the data including date, time, and username
 - Serves as a tool for utility and third-party evaluators to access real-time information and reports
 - Capable of including data analytics tools for targeting customers, including storing information on usage, income, location, and other demographics

- Capable of supporting weekly data uploads to utility's database

RHA has an exceptional understanding of database technologies and the power of using data to gather, track, organize, analyze, and report. With this in-house expertise, RHA can customize our existing systems to increase functionality and to coordinate with other database systems to create desired capability, functionality, and outcomes. RHA's in-house Information Technology Services (ITS) department includes experienced application developers and IT staff. Our programmers are highly skilled with a variety of software applications and operating systems related to the energy efficiency field.

5. Subconsultant Management

RHA does not anticipate needing subconsultant support. However, if we do need to engage subconsultants, we are experienced at recruiting, training, and managing them. We also have an existing network of qualified and experienced contractors whom we can contact should we need to. RHA will seek approval from RPU before engaging any subconsultants.

We will ensure all subconsultants are registered with the DIR and capable of meeting prevailing wage requirements. RHA will maintain responsibility for the quality of work of all subconsultants used under this Agreement.

Program Delivery

1. Program Development

Launching a program is analogous to opening a brick-and-mortar store and there is significant pre-work required to do so. As the current administrator of multiple municipal utility commercial programs, RHA has in place existing program documentation, materials, templates, and infrastructure we will leverage in building program plans for RPU. Because of this, RHA will require minimal ramp-up and launch time.

RHA will review existing program documentation, materials, templates, etc. to identify areas for customization and improvement to specifically meet RPU's needs. RHA will also collect RPU's feedback on existing program documentation, materials, and operations. Equipped with this information, we will make program adjustments, as needed, and secure RPU approval before proceeding.

While RHA does not foresee any significant ramp-up efforts, we will ensure we are fully prepared to seamlessly continue program operations. We will oversee the following efforts, as needed:

- Staff training or updates
- Developing and ordering new or updated materials
- Onboarding and training of subconsultants
- Program training for RPU's staff

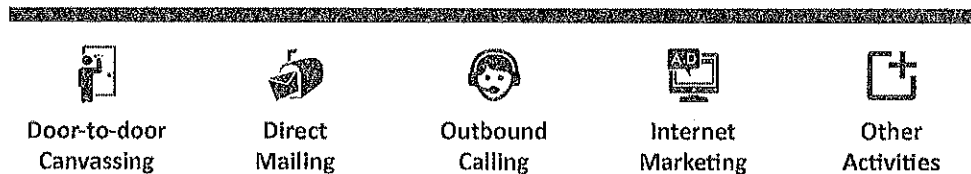
2. Customer Recruitment

Effectively reaching customers is key to securing program participation and meeting program goals. RHA will market the RPU program to increase program awareness and ultimately secure participation. During outreach activities, RHA will educate customers on the program and its associated benefits. Education will include:

- **Program Basics:** Program eligibility, process, timeline, etc.
- **Traditional Benefits:** Potential energy and dollar savings associated with program participation and behavioral changes
- **Non-energy Benefits:** Tailored education based on business type. For example, retail stores will receive education on how certain retrofits can improve sales while office building owners/employers will learn how certain retrofits can lead to increased productivity.

Based on RPU's diverse base of commercial customers, RHA proposes to use multiple outreach and marketing methods to generate customer interest, secure maximum participation and meet program goals. To implement outreach activities efficiently and effectively, RHA requests that RPU provide a list of eligible customers. RHA will target efforts to eligible businesses, saving time and resources.

RHA will work with RPU to refine marketing and outreach activities. Based on our experience implementing the Small Business Direct Install programs, RHA proposes to use door-to-door canvassing as our primary outreach strategy. With RPU feedback and approval, RHA will implement the following:



- **Door-to-door Canvassing:** RHA will perform door-to-door canvassing to engage and educate customers and to secure approval to conduct an energy-efficiency survey. This can be performed as a follow-up to leads generated by direct mail or the website, or as a targeted effort to eligible customers in general.

RHA has found that canvassing is the most effective outreach method for securing participation from municipal utility commercial customers. As a representative of RPU, it allows RHA to engage in face-to-face interaction with customers, answer customer questions, and establish trust. As the face of the program, field representatives will be trained to provide exceptional customer service and will wear name badges and uniforms to establish trust and rapport with customers.

Door-to-door canvassing is also successful for us because customers know or are aware of RHA. We have an established presence in the Riverside community and have reached thousands of customers because of running three different programs for RPU in the past.

- **Direct Mailing:** RHA will create postcards, introduction letters, bill stuffers or other direct mail collateral to secure program participation. RHA will design and draft collateral with compelling graphics and a strong call to action.

- **Outbound Calling:** RHA will conduct outbound calling to eligible customers based on the list provided by RPU. We will develop and adjust scripting and tools to ensure efforts are effective.

- **Internet Marketing Campaign:** RHA will work with RPU to secure customer email addresses and target them through a robust email campaign. Email is one of the most cost-effective ways to reach and communicate with potential program participants. RHA will design email messaging with compelling graphics and a strong call to action and secure RPU approval prior to deploying any email campaign.

- **Other Activities:** RHA will consistently monitor the effectiveness of activities and adjust them to meet program goals. We will develop and implement new strategies, as needed, and incorporate RPU recommendations, when provided. One example of a potential outreach strategy is to specifically target commercial property managers.


3. Survey Appointment Scheduling

RHA will work directly with each customer to schedule an appointment at a time that is convenient to them. During our initial contact with customers, RHA will record their information in our database and secure their approval to conduct a survey. We will regularly monitor the database for customers who may need contact or follow-up. Our database will track all jobs from initial customer contact and appointment scheduling to appointment completion. Our robust job tracking system, combined with our ready staffing structure, will ensure that appointment wait times are as short as possible.

4. Small Business Program Site Evaluation Report

RHA's capabilities pertaining to energy site evaluations/surveys include:

- Quantifying energy usage and savings for specific functions, equipment, systems, retrofits, and incentives
- Identifying energy/cost reduction opportunities and financial analysis
- Simple payback analysis

RHA will deliver site audits at interested and eligible RPU customers' facilities. We will inspect existing equipment and identify energy upgrade opportunities. Auditors will record their findings using tablet



Figure 5. RHA has more than three decades of experience administering, pre-screening, scheduling, maintaining energy survey records and delivering survey reports.

technology and will submit data directly to the RHA program database. Auditors will then prepare a scope of work for the customer. This report will include:

- Energy efficiency measure recommendations
- Energy and monetary savings estimates
- Incentives available
- Customer co-pay (if any)
- Simple payback (if required)

Samples of RHA commercial customer energy reports are included in Appendix 3. RHA will submit signed proposals and documentation to RPU.

RHA will monitor customers in the database and follow up with customers who require extra time to decide, have additional questions or who must meet requirements specific to their business. RHA's goal is to hold the customer's hand through the customer journey to ensure project implementation and completion.

5. Project Logistics

RHA will secure customer sign-off on required participation paperwork. We will then work with the customer and RPU, as needed, to develop installation and logistics plans, including a timeline that identifies installation timeframes, staff, and other logistics items. We will also work the customer to identify any site-specific logistics requirements. Examples include:

- Scheduling around operating hours or other specific timeframes, when necessary
- Working with site personnel to ensure RHA will have full access to building areas required for installation
- Securing appropriate security or other clearances
- Ensuring site contacts have plans for adjusting work accommodations for staff, when applicable

RHA will also manage all other logistical matters to successfully deliver audits and direct installations for RPU's Small Business Program customers. RHA will purchase all materials required for projects and will reserve funds in RPU's budget to avoid oversubscription of funds issued in the Agreement.

6. Retrofit Installations

RHA will use our internal team of experienced installation technicians to perform installations. Because we use an internal team instead of contracting the work out, we can provide more consistent, streamlined, and positive customer



Figure 6. Working directly with site personnel ensures smooth project progress and delivery.

experiences. We are also able to address customer concerns more quickly and directly when they arise.

RHA will work directly with applicable building staff to schedule appointments at a mutually agreed upon time to minimize disruption of normal business functions. Upon arriving at the customer facility, our installation staff will greet the customer or their employee and identify themselves. As field staff will be acting on behalf of RPU, we will ensure staff meet hygiene, grooming and uniform standards and are trained and equipped to provide safe and quality installation and superior customer service.

RHA's installation staff will perform all installations in compliance with applicable codes, standards, and guidelines. Once a project is complete, installation staff will review the work performed with the customer and provide education on how to operate new measures and equipment, as needed. Installation staff will also collect a signed Project Completion form from the customer.

If the customer is not satisfied with the work and does not sign the Project Completion Form, the installation staff will work to rectify the customer's concerns. If immediate resolution is not possible, the installation staff will seek guidance from their supervisor and other program leadership, as needed. If RHA is still unable to rectify the situation, we will work with RPU to determine the best course of action. RHA is committed to ensuring customer satisfaction and will do whatever it takes to deliver quality services and customer satisfaction.

If a project is not completed on time, the installation staff will work with the customer to identify a time convenient to them to return and complete the project.

7. Quality Assurance/Quality Control

Delivering quality services is RHA's top priority and as such, we maintain and implement quality assurance and quality control processes and protocol as a standard part of program operations. For RPU, these activities will include:

- **Purchasing new materials and measures from the best-known suppliers:** As we currently work on multiple municipal direct installation programs, RHA has established relationships with vendors and suppliers local to Riverside County whom we can count on to provide quality products. RHA will provide data sheets for all products installed, upon request.
- **Quality control site visits:** RHA will perform quality control site visits for purposes of:
 - **Project and Energy Savings Verification:** RHA recommends a sampling rate of three to five percent for site visits. An RHA supervisor will visit customers to ensure that work was performed to the customer's satisfaction and to make certain that all measures reported and invoiced are present in the building and functioning properly.

Any items identified as needing correction by the supervisor during the site visit will be addressed within a reasonable timeframe agreed upon with the customer and RPU.

- **Customer Satisfaction:** During the site visit, RHA will engage the customer and reinforce that RPU provides the direct installation program to help the customer manage their energy costs. RHA will provide the customer with the opportunity to provide feedback via a customer survey embedded in the customer sign-off paperwork. RHA will ensure that the customer's experience in the program was positive and that if there were any issues they are rectified. RHA will seek customer feedback on:
 - Satisfaction with the overall process including audit and installation
 - Staff professionalism
 - Overall customer satisfaction
 - Other items deemed important by RPU or RHA

An example of a customer survey we currently use in commercial programs is included in Figure 7. If the customer communicates any issues with the program, RHA will ensure that all issues are addressed to the customer's satisfaction. We will work with our internal staff and provide coaching and mentoring to ensure future customer satisfaction.

Figure 7. Sample Customer Survey

Please take a moment to answer a short survey. Put an X in the box corresponding to your answer.

1. Was a walk through conducted with the installation crew?	Yes	☐	No	☐
2. Did the installation crew leave behind any debris or materials on premises?	Yes	☐	No	☐
3. Was the installer knowledgeable and professional?	Yes	☐	No	☐
4. Overall are you completely satisfied with today's installation?	Yes	☐	No	☐
5. Any additional comments you would like to add or address?				

Customer Signature: _____

Start Time: _____

End Time: _____

Program Metrics

A key component of RHA's offering is timely, comprehensive, and flexible reporting to optimize the cost-effectiveness and operating efficiencies within the program. Using our database, RHA will track each individual job and provide detailed reports that include at a minimum the following fields:

- Measures installed
- Date of installation
- Estimated energy savings and demand reduction

RHA will submit monthly reports detailing monthly activity and total program-to-date activity. We will also develop a separate report for RPU's fiscal year which will include all data required to report retrofit projects and savings in the ESP Portfolio reporting tool. RHA has developed these reports for municipal utilities in the past and is familiar with the data points required for ESP Portfolio tool.

Other reports we can provide include:

- Customer Participation Volume report
- Customer Energy Inventory of Measures report
- Budget Allocated to Installations and Customer Use of These Funds report
- Additional report details as requested

Additionally, RHA is prepared to provide ad hoc reports as requested and/or required. The administrative team dedicated to the program will provide RPU with any additional support required for program success.

CUSTOMER EXPERIENCE

RHA is committed to ensuring a quality experience for every customer we serve. As part of our program administration, we will offer complaint resolution and customer support as discussed below.

Complaint Resolution

Delivering quality installation services and excellent customer service is RHA's top priority and as such we believe it is imperative to maintain protocol and processes for resolving customer complaints.

To avoid misunderstandings, RHA will document pre-existing conditions. If there is a noteworthy pre-installation condition, RHA will document the condition, including photo documentation. Each file in the database has a place for customer site picture, videos, and documents, which will be accessible to RPU.

RHA will track customer complaints noted in the customer satisfaction surveys, inbound calls or notification from RPU. Upon receiving a complaint, RHA will notify RPU immediately. We will respond to all complaints within 24 hours of receipt and will resolve more complex complaints, such as installation issues, within 48 hours after notification or other reasonable timeframe, as agreed upon with the customer. RHA will provide continuous updates to RPU regarding the status of customer complaints and resolution. RHA managers will be equipped with company-paid smart phones that allow them to view logged complaints and access initial complaints via voicemail or email at any time, day, or night.

RHA will maintain responsibility for resolving all program, workmanship and warranty issues and will report final resolution to RPU. Based on experience, RHA anticipates the following complaints and has established processes for addressing each:

- **Warranty Issues:** RHA will review product warranty information and will note the product installation date in the program database. If the failing equipment is under warranty, we will schedule an appointment to replace the faulty equipment utilizing the agreed upon labor rate for replacing faulty equipment. We will coordinate with RPU to determine a feasible warranty schedule and procedure.

As the labor provider, RHA will warranty labor for one year if the failure is due to improper installation or workmanship. If the warranty is beyond the one-year mark for parts and labor,

RHA will arrange to deliver and install new parts or equipment to the customer at the customer's cost or via another RPU-approved method.

- **Installation Issues:** An RHA field supervisor will visit the customer to verify installation and assess reported issues. If it is determined that RHA delivered unsatisfactory workmanship, the field supervisor will address the issue or will schedule a future appointment, if needed, and obtain RPU's approval if more than the second customer visit is required. The supervisor will counsel the installation technician who performed the initial installation and ensure the technician is prepared to deliver quality installations in the future.
- **Scheduling and Cancellation Issues:** Installation technicians sometimes face schedule changes, such as jobs taking longer than planned, traffic, illness, etc. When RHA becomes aware of potential schedule changes, we will immediately contact the customer to let them know of the change, or to reschedule, if necessary. We will explain the reason for the change and ensure minimal impact to the customer.

Customer Contact Support

RHA will maintain a toll-free line to manage customer complaints and other customer support functions. We will use the line for scheduling and appointment confirmation, program verification for customers seeking to validate program authenticity and other customer support functions. Customers will also be provided with contact information for the energy and water conservation specialist who performed their assessment.



Figure 8. RHA's administrative team is trained to provide superior customer service during inbound and outbound calls.

The toll-free line will be operational Monday through Friday during regular business hours and will feature a voicemail system to receive messages when all incoming lines are busy. The toll-free line is staffed with bi-lingual (English/Spanish) staff. RHA also has access to a robust internal multi-lingual call center for other language needs.

B.3. ORGANIZATION AND STAFFING

Based on our experience implementing small business direct installation programs for RPU and other municipal utilities, RHA recommends the staffing structure depicted in Figure 9. This structure includes the following functional groups:

- **Upper Management:** The Director will provide strategic oversight to program operations, support program managers and ensure achievement of program goals.
- **Day-to-Day Management:** Program and other managers will provide day-to-day oversight, ensuring proper staff training and performance, progress towards goals, etc.

EXHIBIT "B"

COMPENSATION

RHA has provided our pricing in Attachment 2. Our pricing includes a stated dollar bid amount for providing the services outlined in the Services and a breakdown of the costs/proposed fees, including:

- Administration cost per measure
- Material cost per measure
- Labor cost per measure
- Total cost per measure installed

ASSUMPTIONS AND NOTES

Please note the following assumptions and notes regarding our pricing:

General Assumptions and Notes

- Additional measures aside from the list provided are shown at the end of our pricing list (see Attachment 2 for more details)
- Program costs are provided only for the Small Business Program SOW. If RHA is awarded multiple programs, some of these costs may be leveraged across the programs to realize savings for RPU. If RHA is awarded both the Small Business Program SOW and the Outdoor Lighting SOW, administration costs will be significantly reduced as the Building Inspector will be able to perform assessments for both programs at once

Administration Cost Assumptions and Notes

- When estimating administration costs, RHA determined a fixed number of administration hours to operate the program based on the budget RPU provided in the Q&A responses
- RHA distributed the fixed administration cost across all measures to align our cost with the pricing structure template
- RHA is flexible to adjust the administration cost to a per month fee, per measure model, or any other way that meets RPU needs

Equipment / Measures Assumptions and Notes

- Given the instability of the marketplace due to COVID-19, RHA will not be able to maintain several parts and material cost increases. RHA will guarantee prices with parts and materials cost increases up to 5%, after which RHA will notify RPU to renegotiate material prices with RPU based on actual cost. Any additional increase in materials and parts cost will only happen with RPU's approval and will be a direct pass-through cost to RPU without any markup.
- For proposed equipment we provided the equipment brand because the model number will change rapidly by manufactures due to new product releases and requirements by the DLC and QPL
- RHA will provide specifications sheet and detail information of the product immediately after the contract award or at kick off meeting

Prevailing Wage/Department of Industrial Relations (DIR) Assumptions and Notes

- RHA will not increase measure costs due to labor for the next 3 years. RHA's pricing took into consideration scheduled DIR increases based on the most current tables used for pricing. After 3

years, consistent with required DIR rate increases RHA with the approval of RPU will increase the rates and make this a direct pass through

- RHA will pro-rate increases based on the time taken to install the measure. For example:
 - DIR Increase: \$1.00
 - Measure Installation Time: 30 minutes
 - Cost Increase to RPU: \$0.50
- RHA used the following DIR trades in building our costs:
 - Service & Repair (Plumber/HVAC-Fitter) - To perform HVAC mechanical work
 - Inside Wireman, Technician - To perform electrical work
 - Plumber, Industrial and General Pipefitter – To perform plumbing work
 - Landscape/Irrigation Fitter – To perform outdoor irrigation work
 - Building/Construction Inspector - To conduct building energy assessment
 - If RPU identifies that we should adjust the trades we used or add any trades to the project, RHA can adjust our pricing and staffing plan accordingly
 - In our experience, RHA has seen several contractors not using the “Building Inspector” trade for energy assessments to reduce costs. However, RHA interprets the DIR regulations to require the use of the “Building Inspector” trade to perform energy assessments on commercial site. RHA will use this trade unless instructed otherwise by RPU
- RHA has experience working with DIR prevailing wages, submitting certified payroll, and completing all required paperwork. We are ready to respond to any audit or inquiries on short notice

DISCLOSURE QUESTIONNAIRE

RHA has provided our response to the Disclosure Questionnaire (Exhibit C) in Attachment 3.

For proposed equipment, we provided the equipment brand since the model numbers will be changed rapidly by manufactures due to new product releases and requirements by the DLC and QPL
Each measure category is referenced in bold font in the table below
RHA will provide specification sheets and detailed information of the product upon request
The Scope of New Technology not currently being offered by RPU (including the pricing) has been added at the end of the table and is highlighted in green

Measure	Quantity	Administration Cost	Material Cost	Labor Cost	Total Installed Cost	Proposed Equipment
Linear Fluorescent Retrofit						
4ft 4L 32W T8 High Perf w/EB	1	\$ 2.96	\$ 29.03	\$ 51.02	\$ 83.01	Philips Fluorescent Tube w/GE ballast
4ft 4L 32W T8 High Perf w/2EB	1	\$ 3.23	\$ 36.32	\$ 51.02	\$ 90.57	Philips Fluorescent Tube w/GE ballast
4ft 3L 32W T8 High Perf w/2EB	1	\$ 3.10	\$ 32.71	\$ 51.02	\$ 86.83	Philips Fluorescent Tube w/GE ballast
4ft 3L 32W T8 High Perf w/Elec	1	\$ 2.83	\$ 25.42	\$ 51.02	\$ 79.26	Philips Fluorescent Tube w/GE ballast
4ft 2L w/EB (Retro)	1	\$ 3.29	\$ 18.16	\$ 70.86	\$ 92.31	Philips Fluorescent Tube w/GE ballast
4ft 2L T8 U6 w/EB	1	\$ 2.77	\$ 18.16	\$ 56.69	\$ 77.62	Philips Fluorescent Tube w/GE ballast
4ft 1L 32W T8 High Perf w/EB	1	\$ 2.64	\$ 14.55	\$ 56.69	\$ 73.87	Philips Fluorescent Tube w/GE ballast
8ft 4L T8 High Perf w/2EB	1	\$ 4.59	\$ 67.29	\$ 56.69	\$ 128.57	Philips Fluorescent Tube w/GE ballast
8ft 4L T8 High Perf w/EB	1	\$ 4.59	\$ 67.29	\$ 56.69	\$ 128.57	Philips Fluorescent Tube w/GE ballast
8ft 4L T8 High Perf w/EB	1	\$ 4.59	\$ 67.29	\$ 56.69	\$ 128.57	Philips Fluorescent Tube w/GE ballast
8ft 2L T8 w/EB	1	\$ 3.48	\$ 37.29	\$ 56.69	\$ 97.46	Philips Fluorescent Tube w/GE ballast
8ft 2L 28-32W w/EB & retro kit	1	\$ 3.27	\$ 37.29	\$ 51.02	\$ 91.58	Philips Fluorescent Tube w/GE ballast
8ft 2L T8HO w/EB (Retrofit)	1	\$ 3.27	\$ 37.29	\$ 51.02	\$ 91.58	Philips Fluorescent Tube w/GE ballast
8ft 1L T8 w/EB	1	\$ 2.78	\$ 24.12	\$ 51.02	\$ 77.92	Philips Fluorescent Tube w/GE ballast
6ft 4L 28-32W w/EB & retro kit	1	\$ 3.38	\$ 40.45	\$ 51.02	\$ 94.86	Philips Fluorescent Tube w/GE ballast
6ft 2L 28-32W w/EB & retro kit	1	\$ 2.98	\$ 23.87	\$ 56.69	\$ 83.54	Philips Fluorescent Tube w/GE ballast
3ft 2L 25W 2nd gen T8 w/EB	1	\$ 2.77	\$ 23.87	\$ 51.02	\$ 77.66	Philips Fluorescent Tube w/GE ballast
3ft 1L 25W 2nd gen T8 w/EB	1	\$ 2.22	\$ 17.41	\$ 42.52	\$ 62.14	Philips Fluorescent Tube w/GE ballast
3ft 4L 25W 2nd gen T8 w/EB (6-ft conv kit)	1	\$ 3.38	\$ 40.45	\$ 51.02	\$ 94.86	Philips Fluorescent Tube w/GE ballast
2ft 4L F17 2nd gen T8 w/EB	1	\$ 2.93	\$ 36.81	\$ 42.52	\$ 82.26	Philips Fluorescent Tube w/GE ballast
2ft 2L 32T8 U6 w/EB	1	\$ 2.46	\$ 23.87	\$ 42.52	\$ 68.85	Philips Fluorescent Tube w/GE ballast
2ft 4L F17 2nd gen T8 w/EB	1	\$ 2.93	\$ 36.81	\$ 42.52	\$ 82.26	Philips Fluorescent Tube w/GE ballast
2ft 2L F17 2nd gen T8 w/EB	1	\$ 2.46	\$ 23.87	\$ 42.52	\$ 68.85	Philips Fluorescent Tube w/GE ballast
2ft 1L F17 2nd gen T8 w/EB	1	\$ 1.69	\$ 17.41	\$ 28.34	\$ 47.44	Philips Fluorescent Tube w/GE ballast
4ft tube guard	1	\$ 1.13	\$ 2.25	\$ 28.34	\$ 31.72	Philips Tube Guard
8ft tube guard	1	\$ 2.71	\$ 2.25	\$ 70.86	\$ 75.81	Philips Tube Guard
Clear Acrylic Lens Cover (wrap fixture)	1	\$ 3.90	\$ 34.58	\$ 70.86	\$ 109.34	Philips Wrap
Clear Acrylic Lens Cover	1	\$ 1.05	\$ 14.16	\$ 14.17	\$ 29.38	Philips Wrap
Linear Fluorescent New Fixture						
4ft 2L w/EB (New Fixt)	1	\$ 3.55	\$ 10.83	\$ 85.03	\$ 99.41	Sylvania New Fixture
8ft 2L T8HO w/EB (New Fixt)	1	\$ 2.51	\$ 39.53	\$ 28.34	\$ 70.38	Sylvania New Fixture
T8 Lamps						
8ft T8 Bulbs Only	1	\$ 1.01	\$ 13.18	\$ 14.17	\$ 28.36	Philips Fluorescent Tube
4ft T8 Bulbs Only	1	\$ 0.66	\$ 3.61	\$ 14.17	\$ 18.44	Philips Fluorescent Tube
Electronic Ballast						

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Measure	Quantity	Administration Cost	Material Cost	Labor Cost	Total Installed Cost	Proposed Equipment
Electronic Ballast (Low, Normal, or High ballast factors)	1	\$ 2.64	\$ 14.59	\$ 56.69	\$ 73.91	GE Elec. Ballast
4ft Retrofit / Delamping						
4ft 3L T8 Retro/Delamp	1	\$ 3.04	\$ 25.42	\$ 56.69	\$ 85.14	Phillips Fluorescent Tube w/GE ballast
4ft 2L T8 Retro/Delamp	1	\$ 2.77	\$ 18.16	\$ 56.69	\$ 77.62	Phillips Fluorescent Tube w/GE ballast
4ft New Fixture / Delamping						
4ft 4L T8 New Fix/Delamp	1	\$ 4.67	\$ 75.22	\$ 51.02	\$ 130.91	Phillips Fluorescent Tube w/GE ballast
4ft 3L T8 New Fix/Delamp	1	\$ 4.54	\$ 71.61	\$ 51.02	\$ 127.16	Phillips Fluorescent Tube w/GE ballast
4ft 2L T8 New Fix/Delamp	1	\$ 4.40	\$ 68.00	\$ 51.02	\$ 123.42	Phillips Fluorescent Tube w/GE ballast
4ft F25T8 retrofit / Delamping with Anti-Striation Ballast						Phillips Fluorescent Tube w/GE ballast
4ft 3 Lamp F25T8 Retrofit	1	\$ 3.30	\$ 32.53	\$ 56.69	\$ 92.52	Phillips Fluorescent Tube w/GE ballast
4ft 2 Lamp F25T8 Retrofit	1	\$ 2.94	\$ 22.90	\$ 56.69	\$ 82.53	Phillips Fluorescent Tube w/GE ballast
4ft 1 Lamp F25T8 Retrofit	1	\$ 2.72	\$ 16.92	\$ 56.69	\$ 76.33	Phillips Fluorescent Tube w/GE ballast
HID Replacement to Linear Fluorescent Fixture						
4ft 4 Lamp T8 High Bay Fixture	1	\$ 8.03	\$ 75.22	\$ 141.72	\$ 224.96	Phillips Fluorescent Tube w/GE ballast
4ft 2 Lamp T5HO High Bay Fixture	1	\$ 8.04	\$ 75.46	\$ 141.72	\$ 225.21	Phillips Fluorescent Tube w/GE ballast
4ft 6 Lamp T8 High Bay Fixture	1	\$ 10.54	\$ 143.21	\$ 141.72	\$ 295.47	Phillips Fluorescent Tube w/GE ballast
4ft 4 Lamp T5HO High Bay Fixture	1	\$ 8.58	\$ 90.14	\$ 141.72	\$ 240.44	Phillips Fluorescent Tube w/GE ballast
4ft 8 Lamp T8 High Bay Fixture	1	\$ 10.81	\$ 150.43	\$ 141.72	\$ 302.96	Phillips Fluorescent Tube w/GE ballast
4ft 6 Lamp T5HO High Bay Fixture	1	\$ 11.37	\$ 165.60	\$ 141.72	\$ 318.69	Phillips Fluorescent Tube w/GE ballast
4ft 10 Lamp T8 High Bay Fixture	1	\$ 13.33	\$ 218.43	\$ 141.72	\$ 373.47	Phillips Fluorescent Tube w/GE ballast
4ft 8 Lamp T5HO High Bay Fixture	1	\$ 11.91	\$ 180.28	\$ 141.72	\$ 333.92	Phillips Fluorescent Tube w/GE ballast
8ft T12 HO Exterior Retrofit to 8ft T8 HO						
8ft 1 Lamp T8HO Exterior Retrofit	1	\$ 4.04	\$ 24.12	\$ 85.03	\$ 113.19	Phillips Fluorescent Tube w/GE ballast
8ft 2 Lamp T8HO Exterior Retrofit	1	\$ 4.53	\$ 37.29	\$ 85.03	\$ 126.85	Phillips Fluorescent Tube w/GE ballast
8ft 3 Lamp T8HO Exterior Retrofit	1	\$ 5.15	\$ 54.11	\$ 85.03	\$ 144.30	Phillips Fluorescent Tube w/GE ballast
8ft 4 Lamp T8HO Exterior Retrofit	1	\$ 5.64	\$ 67.29	\$ 85.03	\$ 157.96	Phillips Fluorescent Tube w/GE ballast
8ft 6 Lamp T8HO Exterior Retrofit	1	\$ 7.15	\$ 108.23	\$ 85.03	\$ 200.41	Phillips Fluorescent Tube w/GE ballast
9 W R20 Flood Type	1	\$ 1.11	\$ 7.29	\$ 22.68	\$ 31.08	TCP CFL
11 W R20 Flood Type R20 2700K	1	\$ 1.11	\$ 7.29	\$ 22.68	\$ 31.08	TCP CFL
11 W R20 Flood Type R20 4000K	1	\$ 1.11	\$ 7.29	\$ 22.68	\$ 31.08	TCP CFL
CFL 15W R30	1	\$ 1.11	\$ 7.29	\$ 22.68	\$ 31.08	TCP CFL
9W CFL Candle/Base	1	\$ 1.11	\$ 7.29	\$ 22.68	\$ 31.08	TCP CFL

For proposed equipment, we provided the equipment brand since the model numbers will be changed rapidly by manufactures due to new product releases and requirements by the DLC and QPL. Each measure category is referenced in bold font in the table below.

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Measure	Quantity	Administration Cost	Material Cost	Labor Cost	Total Installed Cost	Proposed Equipment
CFL Indoor Flood, 14 W R20	1	\$ 1.11	\$ 7.29	\$ 22.68	\$ 31.08	TCP CFL
CFL Indoor Flood, 15 W R30 2700K	1	\$ 1.11	\$ 7.29	\$ 22.68	\$ 31.08	TCP CFL
23W CFL PAR38 2700K	1	\$ 1.32	\$ 7.29	\$ 28.34	\$ 36.96	TCP CFL
14W CFL PAR20 2700K	1	\$ 1.32	\$ 7.29	\$ 28.34	\$ 36.96	TCP CFL
19 W CFL R40 2700K	1	\$ 1.11	\$ 7.29	\$ 22.68	\$ 31.08	TCP CFL
19 W Screw-in Par 38 CFL	1	\$ 1.36	\$ 8.51	\$ 28.34	\$ 38.22	TCP CFL
20 W Screw-in Par 38 CFL	1	\$ 1.36	\$ 8.51	\$ 28.34	\$ 38.22	TCP CFL
CFL Indoor Flood, 20 W R40 2700K	1	\$ 3.55	\$ 10.94	\$ 85.03	\$ 99.52	TCP CFL
CFL Indoor Flood, 20 W R30 3200K	1	\$ 3.42	\$ 7.29	\$ 85.03	\$ 95.74	TCP CFL
CFL Indoor Flood, 25 W R30 2700K	1	\$ 3.42	\$ 7.29	\$ 85.03	\$ 95.74	TCP CFL
32W CRL Wall Pack Fixture	1	\$ 5.03	\$ 50.94	\$ 85.03	\$ 141.01	Lithonia CFL
CFL 65W Floodlight Fixture	1	\$ 4.95	\$ 48.62	\$ 85.03	\$ 138.60	Lithonia CFL
CFL 65W Yardlight Fixture	1	\$ 4.95	\$ 48.62	\$ 85.03	\$ 138.60	Lithonia CFL
PAR16 / MR16 Incandescent to CFL 9-11 W PAR16						
9W PAR16	1	\$ 1.29	\$ 6.58	\$ 28.34	\$ 36.21	Maxlite PAR
11W PAR16	1	\$ 1.29	\$ 6.58	\$ 28.34	\$ 36.21	Maxlite PAR
PAR20 Incandescent to CFL 9-14W PAR20						
9W PAR20	1	\$ 1.21	\$ 4.25	\$ 28.34	\$ 33.80	Maxlite PAR
11W PAR20	1	\$ 1.21	\$ 4.25	\$ 28.34	\$ 33.80	Maxlite PAR
14W PAR20	1	\$ 1.21	\$ 4.25	\$ 28.34	\$ 33.80	Maxlite PAR
PAR30 Incandescent to CFL 15-19W PAR30						
19W PAR30	1	\$ 1.36	\$ 8.51	\$ 28.34	\$ 38.22	Maxlite PAR
PAR38 CFL 19-23W PAR38	1	\$ 1.36	\$ 8.51	\$ 28.34	\$ 38.22	Maxlite PAR
19W PAR38	1	\$ 1.36	\$ 8.51	\$ 28.34	\$ 38.22	Maxlite PAR
20W PAR38	1	\$ 1.36	\$ 8.51	\$ 28.34	\$ 38.22	Maxlite PAR
23W PAR38	1	\$ 1.29	\$ 6.58	\$ 28.34	\$ 36.21	Maxlite PAR
PAR16 / MR16 Incandescent to CMH PAR16						
20W PAR16	1	\$ 1.40	\$ 9.57	\$ 28.34	\$ 39.31	Maxlite PAR
PAR20 Incandescent to CMH PAR20	1	\$ 1.40	\$ 9.57	\$ 28.34	\$ 39.31	Maxlite PAR
20W PAR20	1	\$ 1.36	\$ 8.51	\$ 28.34	\$ 38.22	Maxlite PAR
39W PAR20	1	\$ 1.36	\$ 8.51	\$ 28.34	\$ 38.22	Maxlite PAR
PAR30 Incandescent to CMH PAR30						
20W PAR30	1	\$ 1.36	\$ 8.51	\$ 28.34	\$ 38.22	Maxlite PAR
35W PAR30	1	\$ 1.36	\$ 8.51	\$ 28.34	\$ 38.22	Maxlite PAR
70W PAR30	1	\$ 1.36	\$ 8.51	\$ 28.34	\$ 38.22	Maxlite PAR
HID Fixture Replacement to CFL						
80W CFL Spiral 120V Retrofit	1	\$ 6.52	\$ 48.62	\$ 127.55	\$ 182.69	TCP CFL

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Each measure category is referenced in bold font in the table below

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Measure	Quantity	Administration Cost	Material Cost	Labor Cost	Total Installed Cost	Proposed Equipment
100W CFL Spiral 120V/277V Retrofit	1	\$ 6.52	\$ 48.62	\$ 127.55	\$ 182.69	TCP CFL
150W CFL Spiral 120V/277V Retrofit	1	\$ 2.85	\$ 48.62	\$ 28.34	\$ 79.81	TCP CFL
200W CFL Spiral 120V/277V Retrofit	1	\$ 2.85	\$ 48.62	\$ 28.34	\$ 79.81	TCP CFL
HID Wall pack Replacement to CFL Wall pack						
42W CFL Wall pack Fixture	1	\$ 7.08	\$ 162.88	\$ 28.34	\$ 198.30	Platt CFL
Chandelier Incandescent replacement to CFL Chandelier						
2W CFL Tear Drop Candelabra	1	\$ 1.25	\$ 5.34	\$ 28.34	\$ 34.93	Platt CFL
14W CFL Tear Drop Candelabra	1	\$ 1.25	\$ 5.34	\$ 28.34	\$ 34.93	Platt CFL
5W CFL Flame Tip Bulb	1	\$ 1.04	\$ 5.34	\$ 22.68	\$ 29.05	Platt CFL
Cold Cathode CFL (1-6W)	1	\$ 2.59	\$ 13.24	\$ 56.69	\$ 72.51	Platt CFL
Cold Cathode CFL (7-15W)	1	\$ 2.38	\$ 13.24	\$ 51.02	\$ 66.63	Platt CFL
4ft LED Retrofit						
4ft 4L Linear LED Retrofit	1	\$ 46.76	\$ 58.34	\$ 68.03	\$ 173.13	GE LED Bulb w/Elec Ballast
4ft 3L (6pc) LED Retrofit Bi-Level	1	\$ 5.34	\$ 87.52	\$ 56.69	\$ 149.54	ATG LED Strip w/Driver
4ft 4L LED Retrofit Plug-n-Play	1	\$ 46.76	\$ 58.34	\$ 68.03	\$ 173.13	GE LED Bulb w/Elec Ballast
4ft 3L Linear LED Retrofit	1	\$ 42.71	\$ 47.40	\$ 68.03	\$ 158.14	GE LED Bulb w/Elec Ballast
4FT 2L LED lamp only Plug-n-Play	1	\$ 2.91	\$ 21.88	\$ 56.69	\$ 81.47	GE LED Bulb w/Elec Ballast
4FT 4L LED lamp only Plug-n-Play	1	\$ 3.93	\$ 43.76	\$ 62.36	\$ 110.04	GE LED Bulb w/Elec Ballast
4FT 3L LED lamp only Plug-n-Play	1	\$ 3.52	\$ 32.82	\$ 62.36	\$ 98.70	GE LED Bulb w/Elec Ballast
4ft 3L LED Retrofit Plug-n-Play	1	\$ 40.61	\$ 47.40	\$ 62.36	\$ 150.37	GE LED Bulb w/Elec Ballast
4ft 2L Linear LED Retrofit	1	\$ 33.12	\$ 32.82	\$ 56.69	\$ 122.62	GE LED Bulb w/Elec Ballast
4ft 4L LED (New Fixt)	1	\$ 66.69	\$ 109.40	\$ 70.86	\$ 246.95	ATG LED New Fixture
4ft 2L LED Retrofit Plug-n-Play	1	\$ 35.22	\$ 32.82	\$ 62.36	\$ 130.39	GE LED Bulb w/Elec Ballast
4ft 1L LED Retrofit Plug-n-Play	1	\$ 31.17	\$ 21.88	\$ 62.36	\$ 115.40	GE LED Bulb w/Elec Ballast
3FT 1L LED Lamp and Elec. Ballast Plug-n-Play	1	\$ 31.62	\$ 23.09	\$ 62.36	\$ 117.07	GE LED Bulb w/Elec Ballast
3FT 2L LED Lamp and Elec. Ballast Plug-n-Play	1	\$ 36.11	\$ 35.25	\$ 62.36	\$ 133.72	GE LED Bulb w/Elec Ballast
Highbay T5 2L LED Lamp and Elec. Ballast Plug-n-Play	1	\$ 8.05	\$ 47.40	\$ 170.07	\$ 225.52	GE LED Bulb w/Elec Ballast
Highbay T5 3L LED Lamp and Elec. Ballast Plug-n-Play	1	\$ 8.86	\$ 69.28	\$ 170.07	\$ 248.20	GE LED Bulb w/Elec Ballast
Highbay T5 4L LED Lamp and Elec. Ballast Plug-n-Play	1	\$ 9.53	\$ 87.52	\$ 170.07	\$ 267.11	GE LED Bulb w/Elec Ballast
Highbay T5 6L LED Lamp and Elec. Ballast Plug-n-Play	1	\$ 108.80	\$ 123.98	\$ 170.07	\$ 402.84	GE LED Bulb w/Elec Ballast
4ft 4L LED Retrofit Plug-n-Play	1	\$ 46.76	\$ 58.34	\$ 68.03	\$ 173.13	GE LED Bulb w/Elec Ballast
4FT 4L LED Lamp and Elec. Ballast Plug-n-Play bi-level	1	\$ 42.71	\$ 47.40	\$ 68.03	\$ 158.14	GE LED Bulb w/Elec Ballast
4ft 1L Linear LED Retrofit	1	\$ 46.76	\$ 58.34	\$ 68.03	\$ 173.13	GE LED Bulb w/Elec Ballast
4ft 1L (2pc) LED Retrofit	1	\$ 2.70	\$ 21.88	\$ 51.02	\$ 75.60	ATG LED Strip w/Driver

For proposed equipment, we provided the equipment brand since the model numbers will be changed rapidly by manufactures due to new product releases and requirements by the DLC and QPL
Each measure category is referenced in bold font in the table below
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Measure	Quantity	Administration Cost	Material Cost	Labor Cost	Total Installed Cost	Proposed Equipment
2ft 2L U6 (3pc) LED Retrofit	1	\$ 3.31	\$ 32.70	\$ 56.69	\$ 92.69	ATG LED Strip w/Driver
4ft 2L (4pc) LED Retrofit	1	\$ 3.88	\$ 42.42	\$ 62.36	\$ 108.65	ATG LED Strip w/Driver
4ft 3L (6pc) LED Retrofit	1	\$ 4.63	\$ 62.66	\$ 62.36	\$ 129.64	ATG LED Strip w/Driver
4ft 4L (8pc) LED Retrofit	1	\$ 5.55	\$ 82.11	\$ 68.03	\$ 155.69	ATG LED Strip w/Driver
4ft T8 Tubes with Daylight Harvesting (Ballast with Sensor)						
4ft 1L LED With Daylight Harvesting Ballast and sensor	1	\$ 6.78	\$ 98.15	\$ 85.03	\$ 189.96	GE LED Bulb w/Elec Ballast
4ft 2L LED With Daylight Harvesting Ballast and sensor	1	\$ 6.66	\$ 109.09	\$ 70.86	\$ 186.61	GE LED Bulb w/Elec Ballast
4ft 3L LED With Daylight Harvesting Ballast and sensor	1	\$ 7.06	\$ 120.03	\$ 70.86	\$ 197.95	GE LED Bulb w/Elec Ballast
4ft 4L LED With Daylight Harvesting Ballast and sensor	1	\$ 7.47	\$ 130.97	\$ 70.86	\$ 209.30	GE LED Bulb w/Elec Ballast
4ft T8 Strips with Daylight Harvesting (Ballast with Sensor)						
4ft (2 PCS) LED With Daylight Harvesting Ballast and sensor	1	\$ 6.57	\$ 106.66	\$ 70.86	\$ 184.09	ATG LED Strip w/Driver
4ft (4 PCS) LED With Daylight Harvesting Ballast and sensor	1	\$ 6.97	\$ 126.11	\$ 62.36	\$ 195.44	ATG LED Strip w/Driver
4ft (6 PCS) LED With Daylight Harvesting Ballast and sensor	1	\$ 7.69	\$ 145.56	\$ 62.36	\$ 215.61	ATG LED Strip w/Driver
4ft (8 PCS) LED With Daylight Harvesting Ballast and sensor	1	\$ 8.41	\$ 165.00	\$ 62.36	\$ 235.77	ATG LED Strip w/Driver
4ft LED Retrofit / Delamping						
4ft 3L LED Retrofit 57W	1	\$ 4.06	\$ 47.40	\$ 62.36	\$ 113.82	GE LED Bulb w/Elec Ballast
4ft 2L LED Retrofit 38W	1	\$ 3.52	\$ 32.82	\$ 62.36	\$ 98.70	GE LED Bulb w/Elec Ballast
4ft 1L LED Retrofit 19W	1	\$ 3.12	\$ 21.88	\$ 62.36	\$ 87.35	GE LED Bulb w/Elec Ballast
4ft LED New Fixture / Delamping						
4ft 4L LED New Fixture	1	\$ 5.99	\$ 91.16	\$ 70.86	\$ 168.02	Atg Electronics LED New Fixture
4ft 3L LED New Fixture	1	\$ 6.67	\$ 109.40	\$ 70.86	\$ 186.92	Atg Electronics LED New Fixture
4ft 2L LED New Fixture	1	\$ 62.20	\$ 97.24	\$ 70.86	\$ 230.30	Atg Electronics LED New Fixture
4ft 1L LED Fixture 19W	1	\$ 5.32	\$ 72.93	\$ 70.86	\$ 149.11	Atg Electronics LED New Fixture
4ft LED Retrofit / Delamping						
4ft T8 LED Tube Only	1	\$ 1.45	\$ 10.94	\$ 28.34	\$ 40.74	Atg Electronics LED New Fixture
Chandelier Incandescent replacement to LED Chandelier						
3W LED Dimmable Candelabra	1	\$ 12.74	\$ 6.08	\$ 28.34	\$ 47.16	AES Candelabra
Incandescent Replacement to LED						

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Measure	Quantity	Administration Cost	Material Cost	Labor Cost	Total Installed Cost	Proposed Equipment
9W A-type LED	1	\$ 12.74	\$ 6.08	\$ 28.34	\$ 47.16	AES LED A-Type
5.5W A-Type LED Non Dimmable	1	\$ 12.29	\$ 4.86	\$ 28.34	\$ 45.49	AES LED A-Type
6 W A-Type LED Dimmable	1	\$ 12.29	\$ 4.86	\$ 28.34	\$ 45.49	AES LED A-Type
9 W A-Type LED Dimmable	1	\$ 12.74	\$ 6.08	\$ 28.34	\$ 47.16	AES LED A-Type
12W A-type LED	1	\$ 12.74	\$ 6.08	\$ 28.34	\$ 47.16	AES LED A-Type
15W A-Type LED Non Dimmable	1	\$ 12.74	\$ 6.08	\$ 28.34	\$ 47.16	AES LED A-Type
12 W A-Type LED Dimmable	1	\$ 1.27	\$ 6.08	\$ 28.34	\$ 35.70	AES LED A-Type
15.5 W A-Type LED Dimmable	1	\$ 1.71	\$ 3.65	\$ 42.52	\$ 47.87	AES LED A-Type
LED downlight, screw-in-lamp, 1-3 W, interior						
4.5W Globe-Type LED	1	\$ 13.64	\$ 8.51	\$ 28.34	\$ 50.49	AES LED Globe
4.5W Globe-Type LED	1	\$ 13.64	\$ 8.51	\$ 28.34	\$ 50.49	AES LED Globe
9W Globe-Type LED	1	\$ 1.36	\$ 8.51	\$ 28.34	\$ 38.22	AES LED Globe
8W Globe-Type LED	1	\$ 13.64	\$ 8.51	\$ 28.34	\$ 50.49	AES LED Globe
12W Globe-Type LED	1	\$ 13.64	\$ 8.51	\$ 28.34	\$ 50.49	AES LED Globe
PAR16 / MR16 incandescent to LED						
2-6 W PAR16 / MR16						
LED 5W PAR/MR16	1	\$ 1.54	\$ 13.37	\$ 28.34	\$ 43.26	AES LED MR
LED 5W GU10 PAR/MR16	1	\$ 1.50	\$ 12.16	\$ 28.34	\$ 42.00	AES LED MR
4W PAR16	1	\$ 1.50	\$ 12.16	\$ 28.34	\$ 42.00	AES LED PAR
6W PAR16	1	\$ 1.50	\$ 12.16	\$ 28.34	\$ 42.00	AES LED PAR
10W PAR16	1	\$ 1.50	\$ 12.16	\$ 28.34	\$ 42.00	AES LED PAR
5.5 W MR16 to LED	1	\$ 1.45	\$ 10.94	\$ 28.34	\$ 40.74	AES LED MR
6.5 W MR16 to LED	1	\$ 14.53	\$ 10.94	\$ 28.34	\$ 53.82	AES LED MR
6 W MR16 to LED	1	\$ 14.53	\$ 10.94	\$ 28.34	\$ 53.82	AES LED MR
7 W MR16 to LED	1	\$ 1.45	\$ 10.94	\$ 28.34	\$ 40.74	AES LED MR
PAR20 Incandescent to LED 3-9W PAR20						
3W PAR20	1	\$ 1.50	\$ 12.16	\$ 28.34	\$ 42.00	AES LED PAR
4W PAR20	1	\$ 1.50	\$ 12.16	\$ 28.34	\$ 42.00	AES LED PAR
6W PAR20	1	\$ 1.50	\$ 12.16	\$ 28.34	\$ 42.00	AES LED PAR
Par20 6.5 W	1	\$ 1.50	\$ 12.16	\$ 28.34	\$ 42.00	AES LED PAR
8W PAR20	1	\$ 1.50	\$ 12.16	\$ 28.34	\$ 42.00	AES LED PAR
PAR30 Incandescent to LED 7-19W PAR30						
7W PAR30	1	\$ 1.50	\$ 12.16	\$ 28.34	\$ 42.00	AES LED PAR
16W PAR30	1	\$ 1.50	\$ 12.16	\$ 28.34	\$ 42.00	AES LED PAR
8W PAR30	1	\$ 1.50	\$ 12.16	\$ 28.34	\$ 42.00	AES LED PAR
10W PAR30	1	\$ 14.98	\$ 12.16	\$ 28.34	\$ 55.48	AES LED PAR

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11W PAR30	1	\$ 1.50	\$ 12.16	\$ 28.34	\$ 42.00	AES LED PAR
Par30L 12.0 W	1	\$ 2.02	\$ 12.16	\$ 42.52	\$ 56.69	AES LED PAR
13W PAR30	1	\$ 14.98	\$ 12.16	\$ 28.34	\$ 55.48	AES LED PAR
14W PAR30	1	\$ 1.50	\$ 12.16	\$ 28.34	\$ 42.00	AES LED PAR
15W PAR30	1	\$ 14.98	\$ 12.16	\$ 28.34	\$ 55.48	AES LED PAR
19W PAR30	1	\$ 1.50	\$ 12.16	\$ 28.34	\$ 42.00	AES LED PAR
PAR38 Incandescent to LED 16-23W PAR38						
13W PAR38	1	\$ 1.54	\$ 13.37	\$ 28.34	\$ 43.26	AES LED PAR
16W PAR38	1	\$ 15.43	\$ 13.37	\$ 28.34	\$ 57.15	AES LED PAR
20W PAR38	1	\$ 15.43	\$ 13.37	\$ 28.34	\$ 57.15	AES LED PAR
23W PAR38	1	\$ 15.43	\$ 13.37	\$ 28.34	\$ 57.15	AES LED PAR
Par30S 10.0 W	1	\$ 2.02	\$ 12.16	\$ 42.52	\$ 56.69	AES LED PAR
Par30L 12.0 W	1	\$ 2.02	\$ 12.16	\$ 42.52	\$ 56.69	AES LED PAR
Par38 16.5.0 W	1	\$ 1.97	\$ 10.77	\$ 42.52	\$ 55.26	AES LED PAR
LED Wall Packs						
100W LED Bulb	1	\$ 6.59	\$ 121.55	\$ 56.69	\$ 184.83	AES LED Bulb
30W LED Wall Pack 5000K	1	\$ 111.65	\$ 145.86	\$ 155.89	\$ 413.40	Ex-Lite LED Wallpack
60W LED Wall Pack 5000K	1	\$ 125.14	\$ 182.33	\$ 155.89	\$ 463.36	Ex-Lite LED Wallpack
90W LED Wall Pack 5000K	1	\$ 131.89	\$ 200.56	\$ 155.89	\$ 488.34	Ex-Lite LED Wallpack
80W LED Wall Pack High Power	1	\$ 13.19	\$ 200.56	\$ 155.89	\$ 369.64	Ex-Lite LED Wallpack
150W LED Wallpack High Power	1	\$ 15.44	\$ 261.33	\$ 155.89	\$ 432.66	Ex-Lite LED Wallpack
200W LED Wallpack High Power	1	\$ 18.14	\$ 334.26	\$ 155.89	\$ 508.29	Ex-Lite LED Wallpack
300W LED Wallpack High Power	1	\$ 20.61	\$ 401.12	\$ 155.89	\$ 577.62	Ex-Lite LED Wallpack
HID to LED						
100W LED Highbay 5000K (Warehouse)	1	\$ 11.46	\$ 139.78	\$ 170.07	\$ 321.31	Ex-Lite LED Highbay
240W LED Highbay 5000K (Warehouse)	1	\$ 146.13	\$ 224.87	\$ 170.07	\$ 541.06	Ex-Lite LED Highbay
320W LED High Bay Fixture 5000K	1	\$ 18.88	\$ 340.34	\$ 170.07	\$ 529.29	Ex-Lite LED Highbay
Flood Lights						
30W LED Flood Light	1	\$ 89.16	\$ 85.09	\$ 155.89	\$ 330.14	Ex-Lite LED Flood
50W LED Flood Light	1	\$ 10.72	\$ 133.71	\$ 155.89	\$ 300.31	Ex-Lite LED Flood
Area/Street Lighting						
50W Area/Street Light 5000K	1	\$ 138.63	\$ 218.79	\$ 155.89	\$ 513.32	Ex-Lite LED Area Light
80W Area/Street Light 5000K	1	\$ 161.12	\$ 279.57	\$ 155.89	\$ 596.58	Ex-Lite LED Area Light
100W Area/Street Light 5000K	1	\$ 17.91	\$ 328.19	\$ 155.89	\$ 501.99	Ex-Lite LED Area Light
150W Area/Street Light 5000K	1	\$ 195.61	\$ 401.12	\$ 127.55	\$ 724.27	Ex-Lite LED Area Light
200W Area/Street Light 5000K	1	\$ 23.16	\$ 498.36	\$ 127.55	\$ 649.06	Ex-Lite LED Area Light

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300W Area/Street Light 5000K	1	\$ 26.31	\$ 583.44	\$ 127.55	\$ 737.30	Ex-Lite LED Area Light
30W Post Top LEDs	1	\$ 15.96	\$ 303.88	\$ 127.55	\$ 447.39	Ex-Lite LED Post Top
50W Post Top LEDs	1	\$ 16.64	\$ 322.11	\$ 127.55	\$ 466.29	Ex-Lite LED Post Top
100W Post Top LEDs	1	\$ 18.21	\$ 364.65	\$ 127.55	\$ 510.41	Ex-Lite LED Post Top
150W Post Top LEDs	1	\$ 19.79	\$ 407.19	\$ 127.55	\$ 554.53	Ex-Lite LED Post Top
Canopy Station						
40W LED Canopy Light 5000K	1	\$ 10.19	\$ 133.71	\$ 141.72	\$ 285.62	Ex-Lite LED Canopy
60W LED Canopy Light 5000K	1	\$ 11.32	\$ 164.09	\$ 141.72	\$ 317.13	Ex-Lite LED Canopy
90W LED Canopy Light 5000K	1	\$ 15.59	\$ 279.57	\$ 141.72	\$ 436.87	Ex-Lite LED Canopy
120W LED Canopy Light 5000K	1	\$ 16.49	\$ 303.88	\$ 141.72	\$ 462.08	Ex-Lite LED Canopy
45W LED Slim Canopy Light	1	\$ 10.42	\$ 139.78	\$ 141.72	\$ 291.92	Ex-Lite LED Canopy
70W LED Slim Canopy Light	1	\$ 10.42	\$ 139.78	\$ 141.72	\$ 291.92	Ex-Lite LED Canopy
60W LED Slim Canopy Light 5000K	1	\$ 10.42	\$ 139.78	\$ 141.72	\$ 291.92	Ex-Lite LED Canopy
90W LED Slim Canopy Light 5000K	1	\$ 10.42	\$ 139.78	\$ 141.72	\$ 291.92	Ex-Lite LED Canopy
Gas Station						
40W LED Gas Station Canopy Light 5000K	1	\$ 13.04	\$ 182.33	\$ 170.07	\$ 365.43	Ex-Lite LED Canopy
60W LED Gas Station Canopy Light 5000K	1	\$ 16.19	\$ 267.41	\$ 170.07	\$ 453.66	Ex-Lite LED Canopy
90W LED Gas Station Canopy Light 5000K	1	\$ 16.64	\$ 279.57	\$ 170.07	\$ 466.27	Ex-Lite LED Canopy
150W LED Gas Station Canopy Light 5000K	1	\$ 17.54	\$ 303.88	\$ 170.07	\$ 491.48	Ex-Lite LED Canopy
200W LED Gas Station Canopy Light 5000K	1	\$ 18.88	\$ 340.34	\$ 170.07	\$ 529.29	Ex-Lite LED Canopy
Downlights (Recessed)						
8.5W LED Downlight (Recess) 4 Inch 5000K	1	\$ 3.97	\$ 36.47	\$ 70.86	\$ 111.30	Ex-Lite LED Downlight
10.5W LED Downlight (Recess) 4 Inch 5000K	1	\$ 41.96	\$ 42.54	\$ 70.86	\$ 155.36	Ex-Lite LED Downlight
18W LED Downlight (Recess) 6 Inch 5000K	1	\$ 38.96	\$ 48.62	\$ 56.69	\$ 144.27	Ex-Lite LED Downlight
22W LED Downlight (Recess) 8 Inch 5000K	1	\$ 5.25	\$ 85.09	\$ 56.69	\$ 147.02	Ex-Lite LED Downlight
13W LED Downlight 4 Inch 5000K	1	\$ 3.45	\$ 36.47	\$ 56.69	\$ 96.60	Ex-Lite LED Downlight
22W LED Downlight 6 Inch 5000K	1	\$ 3.45	\$ 36.47	\$ 56.69	\$ 96.60	Ex-Lite LED Downlight
35W LED Downlight 8 Inch 5000K	1	\$ 3.67	\$ 42.54	\$ 56.69	\$ 102.90	Ex-Lite LED Downlight
40W LED Downlight 8 Inch 5000K	1	\$ 3.90	\$ 48.62	\$ 56.69	\$ 109.20	Ex-Lite LED Downlight
70W LED Downlight 8 Inch 5000K	1	\$ 3.90	\$ 48.62	\$ 56.69	\$ 109.20	Ex-Lite LED Downlight

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2FT X 4 FT 30W LED Flat Panel Retrofit	1	\$ 7.19	\$ 109.40	\$ 85.03	\$ 201.62	Ex-Lite LED Panel
2FT X 4 FT 40W LED Flat Panel Retrofit	1	\$ 7.64	\$ 121.55	\$ 85.03	\$ 214.23	Ex-Lite LED Panel
2FT X 2FT 30W LED Flat Panel Retrofit	1	\$ 71.94	\$ 109.40	\$ 85.03	\$ 266.37	Ex-Lite LED Panel
40W LED Downlight 8 Inch 5000K	1	\$ 3.90	\$ 48.62	\$ 56.69	\$ 109.20	Ex-Lite LED Downlight
2 ft 2L U6 LED Retrofit	1	\$ 66.69	\$ 109.40	\$ 70.86	\$ 246.95	AES LED Tube w/Elec Ballast
LED Exit Sign-Red Replacement Battery Back-up	1	\$ 3.97	\$ 36.47	\$ 70.86	\$ 111.30	Ex-Lite LED Exit
LED Exit Sign-Green Replacement Battery Back-up	1	\$ 3.97	\$ 36.47	\$ 70.86	\$ 111.30	Ex-Lite LED Exit
LED Open signs replaces Neon	1	\$ 4.20	\$ 85.09	\$ 28.34	\$ 117.63	Ex-Lite LED Exit
Green or Red Photo Luminescent Exit Sign (Single sided)	1	\$ 4.76	\$ 100.36	\$ 28.34	\$ 133.47	Walters LED Exit
Green or Red Photo Luminescent Exit Sign (Double sided)	1	\$ 4.76	\$ 100.36	\$ 28.34	\$ 133.47	Walters LED Exit
Medium Reflectivity Window Film	1	\$ 4.94	\$ 6.08	\$ 127.55	\$ 138.57	Gila Window Film
Low Reflectivity Window Film	1	\$ 4.94	\$ 6.08	\$ 127.55	\$ 138.57	Gila Window Film
High Reflectivity Window Film	1	\$ 4.94	\$ 6.08	\$ 127.55	\$ 138.57	Gila Window Film
HVAC Tune-Up Basic Diagnostic <= 5 Ton Unit	1	\$ 125.89	\$ 145.86	\$ 194.39	\$ 466.14	RHA Technical Services
HVAC Tune-Up Basic Diagnostic >= 5 Ton Unit	1	\$ 125.89	\$ 145.86	\$ 194.39	\$ 466.14	RHA Technical Services
HVAC Tune-Up Basic Diagnostic >= 10 Ton Unit	1	\$ 13.49	\$ 170.17	\$ 194.39	\$ 378.05	RHA Technical Services
HVAC Tune-Up Comprehensive Diagnostic <= 10 Ton Unit	1	\$ 13.49	\$ 170.17	\$ 194.39	\$ 378.05	RHA Technical Services
Duct Sealing, Non-Residential CZ 15 (per Ton)	1	\$ 13.49	\$ 170.17	\$ 194.39	\$ 378.05	RHA Technical Services
Duct Test and Seal >= 5 Ton Unit (ducting)	1	\$ 13.49	\$ 170.17	\$ 194.39	\$ 378.05	RHA Technical Services
Ceiling Fan with Thermostatic Control 30" to 36" (tied to the HVAC System)	1	\$ 8.77	\$ 42.51	\$ 194.39	\$ 245.66	Hampton Bay Fan Control
Ceiling Fan with Thermostatic Control 42" to 44" (tied to the HVAC System)	1	\$ 8.77	\$ 42.51	\$ 194.39	\$ 245.66	Hampton Bay Fan Control
Ceiling Fan with Thermostatic Control 52" to 56" (tied to the HVAC System)	1	\$ 5.17	\$ 42.51	\$ 97.19	\$ 144.87	Hampton Bay Fan Control

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Refrigerant, Non-Residential CZ 15 (per Ton)	1	\$ 5.95	\$ 63.70	\$ 97.19	\$ 166.85	RHA Technical Services
Dirty Condenser Coil Cleaning	1	\$ 8.09	\$ 121.55	\$ 97.19	\$ 226.84	RHA Technical Services
7 Day Programmable Thermostat	1	\$ 6.60	\$ 81.29	\$ 97.19	\$ 185.09	Daikin/Honeywell Programmable Tstat
5 Day Programmable Thermostat	1	\$ 4.65	\$ 60.76	\$ 64.80	\$ 130.20	Daikin/Honeywell Programmable Tstat
All in One Thermostat	1	\$ 8.20	\$ 75.75	\$ 145.79	\$ 229.74	Daikin/Honeywell Programmable Tstat
Reprogramming/Education Existing Programmable Thermostats	1	\$ 5.39	\$ -	\$ 145.79	\$ 151.19	RHA Technical Services
Thermostat Lock Box	1	\$ 4.41	\$ 22.07	\$ 97.19	\$ 123.68	Johnstone Supply Lock Box
Smart Thermostat RTA	1	\$ 61.66	\$ 20.87	\$ 145.79	\$ 228.33	HD Supply RTA Tstat
Smart Thermostat Nest	1	\$ 11.41	\$ 227.30	\$ 81.00	\$ 319.70	Nest Smart Thermostat
Smart Thermostat EcoBee3	1	\$ 122.02	\$ 232.60	\$ 97.19	\$ 451.82	EcoBee Smart Thermostat
Smart Thermostat Honeywell	1	\$ 12.62	\$ 243.84	\$ 97.19	\$ 353.65	Honeywell Smart Thermostat
Common Wire attachment	1	\$ 9.10	\$ 51.63	\$ 194.39	\$ 255.13	Common Wire
Thermostat Training and Education	1	\$ 1.80	\$ -	\$ 48.60	\$ 50.40	RHA Technical Services
Outreach Customers for Thermostat	1	\$ 1.80	\$ -	\$ 48.60	\$ 50.40	RHA Technical Services
Hourly HVAC Service Tech Rate	1	\$ 5.39	\$ -	\$ 145.79	\$ 151.19	RHA Technical Services
Refrigeration Curtains Med. Per Linear ft.	1	\$ 57.88	\$ 10.63	\$ 145.79	\$ 214.30	Gaskets Unlimited Refrigerated Curtains
Freezer Curtains Med. Per Linear ft.	1	\$ 57.88	\$ 10.63	\$ 145.79	\$ 214.30	Gaskets Unlimited Refrigerated Curtains
Refrigeration						
Walk-In Cooler - Tune Up	1	\$ 11.91	\$ 127.63	\$ 194.39	\$ 333.93	RHA Technical Services
Walk-In Freezer - Tune Up	1	\$ 11.91	\$ 127.63	\$ 194.39	\$ 333.93	RHA Technical Services
Under Counter & Self Contained - Tune Up	1	\$ 11.91	\$ 127.63	\$ 194.39	\$ 333.93	RHA Technical Services
Split Systems w/Multiple Coils - Tune Up	1	\$ 11.91	\$ 127.63	\$ 194.39	\$ 333.93	RHA Technical Services
Refrigerator Main Cooler Door Gaskets Med. Temp. per Linear ft.	1	\$ 1.23	\$ 17.15	\$ 16.20	\$ 34.58	True Mfg Gasket
Freezer Main Cooler Door Gaskets Low Temp. per Linear ft.	1	\$ 1.23	\$ 17.15	\$ 16.20	\$ 34.58	True Mfg Gasket
Door Closer	1	\$ 116.89	\$ 121.54	\$ 194.39	\$ 432.82	True Mfg Door Closer
Heavy duty UV Refrigeration Pipe- Insulation per Linear ft.	1	\$ 7.68	\$ 13.19	\$ 194.39	\$ 215.26	Johnstone Supply Insulation
Anti-Sweat Heat (ASH) Controls (or Humidistat Controls) Freezer	1	\$ 33.95	\$ 723.22	\$ 194.39	\$ 951.56	Greenwize ASH Controller
Anti-Sweat Heat (ASH) Controls (or Humidistat Controls) Freezer	1	\$ 33.95	\$ 723.22	\$ 194.39	\$ 951.56	Greenwize ASH Controller
Anti-Sweat Heat (ASH) Controls (or Humidistat Controls) Cooler	1	\$ 21.36	\$ 480.12	\$ 97.19	\$ 598.68	Greenwize ASH Controller

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Anti-Sweat Heat (ASH) Controls (or Humidistat Controls) Cooler	1	\$ 21.36	\$ 480.12	\$ 97.19	\$ 598.68	Greenwize ASH Controller
Replace Standard Fan Motors with Electronically Commutated Motors (ECM)	1	\$ 27.07	\$ 634.45	\$ 97.19	\$ 758.72	US Motor Fan Motor
16W Electronically Commutated Motor	1	\$ 15.28	\$ 267.31	\$ 145.79	\$ 428.39	Honeywell Fan Motor
2 ft 2L U6 LED Retrofit	1	\$ 66.69	\$ 109.40	\$ 70.86	\$ 246.95	Ex-Lite LED Tubes w/Elec. Ballast
1/15HP-1/20HP Electronically Commutated Motor	1	\$ 128.87	\$ 267.31	\$ 81.00	\$ 477.18	US Motors/Evergreen Motor
Programmable EC Motor (3/4 HP, 5.6A)	1	\$ 11.34	\$ 178.82	\$ 127.55	\$ 317.71	US Motors/Evergreen Motor
Programmable EC Motor (1/2 HP, 4.0A)	1	\$ 10.45	\$ 154.87	\$ 127.55	\$ 292.87	US Motors/Evergreen Motor
Programmable EC Motor (1/15 HP, 1.8A)	1	\$ 9.29	\$ 123.66	\$ 127.55	\$ 260.51	US Motors/Evergreen Motor
Programmable EC Motor (1/5 HP, 3.2A)	1	\$ 9.29	\$ 123.66	\$ 127.55	\$ 260.51	US Motors/Evergreen Motor
Install Fan Controllers	1	\$ 10.34	\$ 182.31	\$ 97.19	\$ 289.85	Honeywell Fan Control
Suction Line Insulation (per linear foot)	1	\$ 2.61	\$ 5.70	\$ 64.80	\$ 73.11	Johnstone Supply Insulation
Refrigerant charge for refrigerators/freezers (per pound)	1	\$ 4.75	\$ 63.70	\$ 64.80	\$ 133.26	RHA Technical Services
Refrigeration LED Retrofit						
4ft 1L LED (Low Temp)	1	\$ 29.07	\$ 21.88	\$ 56.69	\$ 107.64	American Electric Supply LED Tube
5ft 1L LED (Low Temp)	1	\$ 35.82	\$ 40.11	\$ 56.69	\$ 132.62	American Electric Supply LED Tube
6ft 1L LED (Low Temp)	1	\$ 46.30	\$ 40.11	\$ 85.03	\$ 171.45	American Electric Supply LED Tube
4ft 2L LED (Low Temp)	1	\$ 3.84	\$ 32.82	\$ 70.86	\$ 107.52	American Electric Supply LED Tube
Refrigeration LED retrofit 7ft 1L LED (Low Temp)	1	\$ 4.11	\$ 40.11	\$ 70.86	\$ 115.08	American Electric Supply LED Tube
Refrigeration LED retrofit 8ft 1L LED (Low Temp)	1	\$ 41.06	\$ 40.11	\$ 70.86	\$ 152.03	American Electric Supply LED Tube
Seal Doors - Mohair (per linear foot)	1	\$ 0.73	\$ 8.48	\$ 11.34	\$ 20.56	Johnstone Supply Mohair
Door Sweeps per Door	1	\$ 2.04	\$ 49.50	\$ 5.67	\$ 57.21	Johnstone Supply Door Sweep
Caulking (per linear foot)	1	\$ 6.66	\$ 9.82	\$ 170.07	\$ 186.54	Johnstone Supply Caulking
Expandable Foam (per linear foot)	1	\$ 3.12	\$ 13.49	\$ 70.86	\$ 87.47	Johnstone Supply Foam
Seal Windows - Silicon (per linear foot)	1	\$ 2.99	\$ 9.82	\$ 70.86	\$ 83.67	Johnstone Supply Seal
External Water Heater Insulation (=> 50 Gal Tank) and piping insulation (up to 20ft)	1	\$ 7.99	\$ 145.11	\$ 70.86	\$ 223.96	Johnstone Supply Water Insulation
Wall sensor	1	\$ 6.02	\$ 63.50	\$ 99.20	\$ 168.72	Lutron Sensor
Dual Wall Sensor	1	\$ 81.18	\$ 106.02	\$ 113.38	\$ 300.57	Lutron Sensor

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Lighting timers	1	\$ 8.69	\$ 149.86	\$ 85.03	\$ 243.58	Intermatic Timer
Lighting dimmers	1	\$ 4.85	\$ 45.99	\$ 85.03	\$ 135.88	Intermatic Timer
Toggle Switch	1	\$ 4.79	\$ 44.37	\$ 85.03	\$ 134.19	Intermatic Switch
Appliance Timer 120V 10A	1	\$ 5.77	\$ 28.50	\$ 127.55	\$ 161.83	Intermatic Timer
Photo Cell Sensor	1	\$ 42.71	\$ 30.39	\$ 85.03	\$ 158.13	Ex-Lite Sensor
Ceiling Mount Sensor	1	\$ 5.80	\$ 71.71	\$ 85.03	\$ 162.55	Walters Sensor
HB3x0-Lx High Bay Line Voltage Passive Infrared Occupancy Sensor	1	\$ 6.10	\$ 79.96	\$ 85.03	\$ 171.09	Walters Sensor
Vending Miser Unit and Installation	1	\$ 9.22	\$ 164.09	\$ 85.03	\$ 258.34	EnergyMisers
Plug Miser Unit and Installation	1	\$ 7.87	\$ 127.63	\$ 85.03	\$ 220.53	EnergyMisers
Cooler Miser Unit and Installation	1	\$ 8.17	\$ 164.09	\$ 56.69	\$ 228.95	EnergyMisers
Snack Miser Unit and Installation	1	\$ 11.96	\$ 153.15	\$ 170.07	\$ 335.18	EnergyMisers
VendingMiser/PlugMiser/CoolerMiser /Snack Miser Installation Only	1	\$ 12.87	\$ 234.42	\$ 113.38	\$ 360.67	RHA Technical Services
Trickle Star Device	1	\$ 5.41	\$ 18.78	\$ 127.55	\$ 151.74	DominionEnergy
Title 24 Sensors	1	\$ 2.88	\$ 35.25	\$ 42.52	\$ 80.64	Walters Sensor
Light Control Package (Occ. Sensor & Ceiling Mount wireless)	1	\$ 7.94	\$ 158.02	\$ 56.69	\$ 222.65	Walters Sensor
Power Pak Dimming Module	1	\$ 5.79	\$ 85.65	\$ 70.86	\$ 162.31	Walters Power Pak
Wireless Vacancy Corner Sensor	1	\$ 3.98	\$ 50.99	\$ 56.69	\$ 111.66	Lithonia Sensor
Dimmable Wireless Ballast	1	\$ 5.31	\$ 86.91	\$ 56.69	\$ 148.91	Lithonia Ballast
Daylight Sensor	1	\$ 7.94	\$ 87.11	\$ 127.55	\$ 222.61	Lutron/Lithonia/Intermatic Sensor
Wireless Control Switch	1	\$ 6.32	\$ 85.66	\$ 85.03	\$ 177.00	Lutron/Lithonia/Intermatic Switch
Dual-Circuit Occupancy Sensor Switch	1	\$ 5.84	\$ 30.39	\$ 127.55	\$ 163.78	Ex-Lite Sensor
Outdoor photocell sensor	1	\$ 12.28	\$ 317.66	\$ 14.17	\$ 344.11	Lutron/Lithonia/Intermatic Sensor
Astronomical Time Clock With Holiday Programming	1	\$ 43.01	\$ 59.56	\$ 56.69	\$ 159.26	Lutron/Lithonia/Intermatic Sensor
Outdoor Motion Sensor	1	\$ 3.60	\$ 54.87	\$ 42.52	\$ 100.99	Lutron/Lithonia/Intermatic Sensor
Indoor Time Clock	1	\$ 43.20	\$ 4.64	\$ 112.11	\$ 159.95	Lutron/Lithonia/Intermatic Sensor
Indoor Water Efficiency						
Faucet Aerators	1	\$ 87.56	\$ 92.50	\$ 144.14	\$ 324.20	Moen/Proflo Aerator
Pre-Rinse Spray Valve	1	\$ 10.18	\$ 130.92	\$ 144.14	\$ 285.24	T&S Spray Valve
Standard Pre-Rinse Spray Valve	1	\$ 6.49	\$ 31.23	\$ 144.14	\$ 181.86	T&S Spray Valve
Dual Flush Flushometer, Retrofit - Pipe Only	1	\$ 7.20	\$ 50.56	\$ 144.14	\$ 201.91	Sloan Flushometer
Lavatory Faucet	1	\$ 81.22	\$ 75.36	\$ 144.14	\$ 300.72	American Standard/Kohler Faucet
Single Handle Lavatory Faucet	1	\$ 72.04	\$ 50.56	\$ 144.14	\$ 266.75	American Standard/Kohler Faucet

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Measure	Quantity	Administration Cost	Material Cost	Labor Cost	Total Installed Cost	Proposed Equipment
Double Handle Lavatory Faucet	1	\$ 182.33	\$ 348.64	\$ 144.14	\$ 675.11	American Standard/Kohler Faucet
Electronic Faucet	1	\$ 9.17	\$ 103.60	\$ 144.14	\$ 256.91	American Standard/Kohler Faucet
Basin Faucets	1	\$ 11.43	\$ 164.74	\$ 144.14	\$ 320.31	American Standard/Kohler Faucet
Metering Faucets Single Handle	1	\$ 14.01	\$ 186.46	\$ 192.19	\$ 392.66	American Standard/Kohler Faucet
Metering Faucets Double Handle	1	\$ 7.12	\$ 48.19	\$ 144.14	\$ 199.45	American Standard/Kohler Faucet
Kitchen Faucets Regular	1	\$ 7.12	\$ 48.19	\$ 144.14	\$ 199.45	American Standard/Kohler Faucet
Kitchen Faucets Single Handle ADA	1	\$ 10.33	\$ 86.91	\$ 192.19	\$ 289.42	American Standard/Kohler Faucet
Kitchen Faucets Wall Mount	1	\$ 12.93	\$ 157.20	\$ 192.19	\$ 362.32	American Standard/Kohler Faucet
Laundry Faucet	1	\$ 10.17	\$ 82.65	\$ 192.19	\$ 285.01	American Standard/Kohler Faucet
Bar Faucet	1	\$ 96.91	\$ 69.72	\$ 192.19	\$ 358.82	American Standard/Kohler Faucet
High Efficiency Toilet Round 0.8 GPF	1	\$ 109.80	\$ 104.56	\$ 192.19	\$ 406.54	Kohler/American Standard Toilet
High Efficiency Toilet Elongated 0.8 GPF	1	\$ 18.67	\$ 120.33	\$ 384.38	\$ 523.39	Kohler/American Standard Toilet
High Efficiency Toilet - Right Handed Elongated	1	\$ 16.80	\$ 69.72	\$ 384.38	\$ 470.90	Kohler/American Standard Toilet
High Efficiency Toilet Round 1.1 GPF	1	\$ 18.09	\$ 104.56	\$ 384.38	\$ 507.03	Kohler/American Standard Toilet
High Efficiency Toilet Elongated 1.1 GPF	1	\$ 18.09	\$ 104.56	\$ 384.38	\$ 507.03	Kohler/American Standard Toilet
High Efficiency Urinals						
High Efficiency Urinal (Dual Upper cut or Electronic flush meter)	1	\$ 10.92	\$ 198.98	\$ 96.09	\$ 305.99	Kohler/American Standard Urinal
Zero Water Use Urinal	1	\$ 18.15	\$ 394.43	\$ 96.09	\$ 508.67	Kohler/American Standard Urinal
Ultra Low Water Urinals (0.125 gpf or less)	1	\$ 18.18	\$ 395.37	\$ 96.09	\$ 509.64	Kohler/American Standard Urinal
Urinal/Toilet Flushometer Retrofits						
1.5 GPF Electronic/mechanical (Hybrid) Flushometer side Mounted	1	\$ 10.31	\$ 182.59	\$ 96.09	\$ 289.00	Sloan Flushometer
1.0 GPF Electronic/mechanical (Hybrid) Flushometer side Mounted	1	\$ 27.90	\$ 657.94	\$ 96.09	\$ 781.93	Sloan Flushometer
0.5 GPF Electronic/mechanical (Hybrid) Flushometer side Mounted	1	\$ 23.79	\$ 546.91	\$ 96.09	\$ 666.80	Sloan Flushometer
1.28 GPF Electronic/mechanical (Hybrid) Flushometer Top Mounted	1	\$ 23.04	\$ 526.48	\$ 96.09	\$ 645.61	Sloan Flushometer
1.0 GPF Electronic/mechanical (Hybrid) Top Mounted	1	\$ 19.70	\$ 436.41	\$ 96.09	\$ 552.21	Sloan Flushometer
0.5 GPF Electronic/mechanical (Hybrid) Top Mounted	1	\$ 23.79	\$ 546.91	\$ 96.09	\$ 666.80	Sloan Flushometer
1.6 GPF Electronic/mechanical (Hybrid) Top Mounted	1	\$ 18.22	\$ 396.35	\$ 96.09	\$ 510.67	Sloan Flushometer
1.6 to 1.28 GPF Dual Flush handle Retrofit	1	\$ 21.77	\$ 396.25	\$ 192.19	\$ 610.21	Sloan Handle
1.6 to 1.12 GPF Dual Flush Handle	1	\$ 90.33	\$ 51.94	\$ 192.19	\$ 334.45	Sloan Handle

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Measure	Quantity	Administration Cost	Material Cost	Labor Cost	Total Installed Cost	Proposed Equipment
1.0 to 0.5 GPF Dual Flush handle Retrofit	1	\$ 90.33	\$ 51.94	\$ 192.19	\$ 334.45	Sloan Handle
New Technology High Efficiency Toilets						
Toilet Pressure Assisted (1.1 GPF) Elongated Bowl	1	\$ 13.80	\$ 180.83	\$ 192.19	\$ 386.82	Kohler/American Standard Toilet
Dual Flush Toilets (0.8 partial to 1.28 Full GPF) Round	1	\$ 16.57	\$ 255.66	\$ 192.19	\$ 464.42	Kohler/American Standard Toilet
Dual Flush Toilets (0.8 partial to 1.28 Full GPF) Elongated	1	\$ 16.27	\$ 247.44	\$ 192.19	\$ 455.89	Kohler/American Standard Toilet
Niagara Vacuum Assisted (0.8 GPF) Round	1	\$ 16.27	\$ 247.44	\$ 192.19	\$ 455.89	Kohler/American Standard Toilet
Niagara Vacuum Assisted (0.8 GPF) Elongated	1	\$ 9.68	\$ 229.56	\$ 32.03	\$ 271.27	Kohler/American Standard Toilet
Flapperless Toilet (1.28 GPF) Round	1	\$ 15.60	\$ 229.56	\$ 192.19	\$ 437.35	Kohler/American Standard Toilet
Flapperless Toilet (1.28 GPF) Elongated	1	\$ 12.37	\$ 308.64	\$ 25.63	\$ 346.63	Kohler/American Standard Toilet
Non-Standard Efficiency Toilet (1.28)	1	\$ 12.37	\$ 308.64	\$ 25.63	\$ 346.63	Kohler/American Standard Toilet
Non-Standard Faucet Aerators	1	\$ 1.20	\$ 6.75	\$ 25.63	\$ 33.57	Moen/ProFlo Aerator
Pressure Assist Replacement tank	1	\$ 7.09	\$ 166.07	\$ 25.63	\$ 198.79	Kohler/American Standard Tank
High Efficiency Hand Held Shower Head						
2.5 GPM Shower Head	1	\$ 5.26	\$ 14.10	\$ 128.13	\$ 147.49	Kohler/ProFlo Shower Head
1.5 GPM Shower Head	1	\$ 2.89	\$ 14.10	\$ 64.06	\$ 81.05	Kohler/ProFlo Shower Head
2.0 GPM Shower Head	1	\$ 14.74	\$ 14.10	\$ 384.38	\$ 413.22	Kohler/ProFlo Shower Head
Dipper Wells	1	\$ 9.37	\$ 60.97	\$ 192.19	\$ 262.53	Kohler/ProFlo Dipper Wells
Outdoor Water Conservation						
High Efficiency Sprinkler Head Replacement (Per Unit)	1	\$ 5.60	\$ 12.53	\$ 138.87	\$ 157.00	Orbit Sprinkler
Soil Moisture Sensor (Per Station)	1	\$ 5.43	\$ 42.54	\$ 104.15	\$ 152.12	Orbit Sensor
Weather Based Irrigation Controllers	1	\$ 45.92	\$ 130.06	\$ 1,110.96	\$ 1,286.94	Orbit Controller
Automatic Sprinkler Timer/Controllers	1	\$ 8.50	\$ 90.77	\$ 138.87	\$ 238.14	Orbit Controller
Programming Existing Controller System (Per Station)	1	\$ 5.14	\$ -	\$ 138.87	\$ 144.01	RHA Technical Services
Demand Side Electrical System Control and Monitoring						
Motors						
Motors 1.5 HP NEMA Premium Eff.	1	\$ 22.30	\$ 347.71	\$ 255.10	\$ 625.11	US Motors Electric Motor
Motors 2 HP NEMA Premium Eff.	1	\$ 28.22	\$ 507.51	\$ 255.10	\$ 790.82	US Motors Electric Motor
Motors 3 HP NEMA Premium Eff.	1	\$ 33.11	\$ 639.79	\$ 255.10	\$ 928.00	US Motors Electric Motor
Motors 1.5 HP NEMA Premium Eff. totally enclosed	1	\$ 25.45	\$ 347.71	\$ 340.13	\$ 713.29	US Motors Electric Motor
Motors 2 HP NEMA Premium Eff. totally enclosed	1	\$ 25.07	\$ 507.51	\$ 170.07	\$ 702.64	US Motors Electric Motor

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Measure	Quantity	Administration Cost	Material Cost	Labor Cost	Total Installed Cost	Proposed Equipment
Motors 3 HP NEMA Premium Eff. totally enclosed	1	\$ 29.96	\$ 639.79	\$ 170.07	\$ 839.82	US Motors Electric Motor
Variable-Speed Water Pump <= 5 HP	1	\$ 39.53	\$ 898.44	\$ 170.07	\$ 1,108.04	Bell and Gossett/Pentair Pump
Room AC Replacement 5,000 - 5,999 BTU per Unit	1	\$ 14.64	\$ 201.41	\$ 194.39	\$ 410.44	Amana/Friedrich/Comfort Aire Room AC
Room AC Replacement 6,000 - 6,999 BTU per Unit	1	\$ 21.22	\$ 379.09	\$ 194.39	\$ 594.70	Amana/Friedrich/Comfort Aire Room AC
Room AC Replacement 7,000 - 7,999 BTU per Unit	1	\$ 39.02	\$ 860.20	\$ 194.39	\$ 1,093.61	Amana/Friedrich/Comfort Aire Room AC
Room AC Replacement 8,000 - 8,999 BTU per Unit	1	\$ 40.29	\$ 894.43	\$ 194.39	\$ 1,129.10	Amana/Friedrich/Comfort Aire Room AC
Room AC Replacement 9,000 - 9,999 BTU per Unit	1	\$ 26.23	\$ 514.55	\$ 194.39	\$ 735.16	Amana/Friedrich/Comfort Aire Room AC
Room AC Replacement 10,000 - 10,999 BTU per Unit	1	\$ 26.23	\$ 514.55	\$ 194.39	\$ 735.16	Amana/Friedrich/Comfort Aire Room AC
Room AC Replacement 11,000 - 11,999 BTU per Unit	1	\$ 41.67	\$ 931.72	\$ 194.39	\$ 1,167.77	Amana/Friedrich/Comfort Aire Room AC
Room AC Replacement 12,000 - 12,999 BTU per Unit	1	\$ 40.62	\$ 903.34	\$ 194.39	\$ 1,138.34	Amana/Friedrich/Comfort Aire Room AC
Room AC Replacement 13,000 - 13,999 BTU per Unit	1	\$ 59.08	\$ 1,402.27	\$ 194.39	\$ 1,655.74	Amana/Friedrich/Comfort Aire Room AC
Room AC Replacement 14,000 - 14,999 BTU per Unit	1	\$ 43.71	\$ 986.91	\$ 194.39	\$ 1,225.01	Amana/Friedrich/Comfort Aire Room AC
Room AC Replacement 15,000 - 15,999 BTU per Unit	1	\$ 37.89	\$ 829.68	\$ 194.39	\$ 1,061.96	Amana/Friedrich/Comfort Aire Room AC
Room AC Replacement 16,000 - 16,999 BTU per Unit	1	\$ 52.73	\$ 1,230.86	\$ 194.39	\$ 1,477.99	Amana/Friedrich/Comfort Aire Room AC
Room AC Replacement 17,000 - 17,999 BTU per Unit	1	\$ 46.74	\$ 1,230.86	\$ 32.40	\$ 1,310.00	Amana/Friedrich/Comfort Aire Room AC
Room AC Replacement 18,000 - 23,999 BTU per Unit	1	\$ 37.79	\$ 1,005.07	\$ 16.20	\$ 1,059.06	Amana/Friedrich/Comfort Aire Room AC
Room AC Replacement 24,000 BTU per Unit	1	\$ 60.31	\$ 1,435.60	\$ 194.39	\$ 1,690.30	Amana/Friedrich/Comfort Aire Room AC
Power Cord	1	\$ 2.31	\$ 30.06	\$ 32.40	\$ 64.77	Johnstone Supply Accessory
Pig Tails	1	\$ 1.58	\$ 10.43	\$ 32.40	\$ 44.41	Johnstone Supply Accessory
Heat Pump Units (HP)						
Room HP Replacement 5,000 - 5,999 BTU per Unit	1	\$ 42.25	\$ 947.42	\$ 194.39	\$ 1,184.06	Amana/Friedrich/Comfort Aire Room HP
Room HP Replacement 6,000 - 6,999 BTU per Unit	1	\$ 42.25	\$ 947.42	\$ 194.39	\$ 1,184.06	Amana/Friedrich/Comfort Aire Room HP
Room HP Replacement 7,000 - 7,999 BTU per Unit	1	\$ 42.25	\$ 947.42	\$ 194.39	\$ 1,184.06	Amana/Friedrich/Comfort Aire Room HP

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Measure	Quantity	Administration Cost	Material Cost	Labor Cost	Total Installed Cost	Proposed Equipment
Room HP Replacement 8,000 - 8,999 BTU per Unit	1	\$ 32.68	\$ 688.75	\$ 194.39	\$ 915.82	Amana/Friedrich/Comfort Aire Room HP
Room HP Replacement 9,000 - 9,999 BTU per Unit	1	\$ 32.68	\$ 688.75	\$ 194.39	\$ 915.82	Amana/Friedrich/Comfort Aire Room HP
Room HP Replacement 10,000 - 10,999 BTU per Unit	1	\$ 43.96	\$ 993.63	\$ 194.39	\$ 1,231.98	Amana/Friedrich/Comfort Aire Room HP
Room HP Replacement 11,000 - 11,999 BTU per Unit	1	\$ 41.09	\$ 916.11	\$ 194.39	\$ 1,151.59	Amana/Friedrich/Comfort Aire Room HP
Room HP Replacement 12,000 - 12,999 BTU per Unit	1	\$ 41.09	\$ 916.11	\$ 194.39	\$ 1,151.59	Amana/Friedrich/Comfort Aire Room HP
Room HP Replacement 13,000 - 13,999 BTU per Unit	1	\$ 41.09	\$ 916.11	\$ 194.39	\$ 1,151.59	Amana/Friedrich/Comfort Aire Room HP
Room HP Replacement 14,000 - 14,999 BTU per Unit	1	\$ 47.23	\$ 1,082.12	\$ 194.39	\$ 1,323.74	Amana/Friedrich/Comfort Aire Room HP
Room HP Replacement 15,000 - 15,999 BTU per Unit	1	\$ 47.23	\$ 1,082.12	\$ 194.39	\$ 1,323.74	Amana/Friedrich/Comfort Aire Room HP
Room HP Replacement 16,000 - 16,999 BTU per Unit	1	\$ 47.23	\$ 1,082.12	\$ 194.39	\$ 1,323.74	Amana/Friedrich/Comfort Aire Room HP
Room HP Replacement 17,000 - 17,999 BTU per Unit	1	\$ 38.77	\$ 1,015.57	\$ 32.40	\$ 1,086.75	Amana/Friedrich/Comfort Aire Room HP
Room HP Replacement 18,000 - 23,999 BTU per Unit	1	\$ 38.18	\$ 1,015.57	\$ 16.20	\$ 1,069.95	Amana/Friedrich/Comfort Aire Room HP
Room HP Replacement 24,000 BTU per Unit	1	\$ 51.96	\$ 1,015.57	\$ 388.78	\$ 1,456.31	Amana/Friedrich/Comfort Aire Room HP
AC/HP Drain Pan	1	\$ 2.06	\$ 39.49	\$ 16.20	\$ 57.75	Amana/Friedrich/Comfort Aire Drain Pan
AC/HP Adapter Plug	1	\$ 0.91	\$ 8.30	\$ 16.20	\$ 25.41	Amana/Friedrich/Comfort Aire Plug
MISCELLANEOUS						
High Ceiling charge per fixture	1	\$ 0.52	\$ -	\$ 14.17	\$ 14.70	RHA Technical Services
Scissor Lift per day	1	\$ -	\$ 401.12	\$ -	\$ 401.12	All Access Rentals
RHA Labor (hourly)	1	\$ -	\$ -	\$ 192.05	\$ 192.05	RHA Technical Services
Small Business Energy Audit & Report less than 75kW	1	\$ 59.22	\$ -	\$ 160.04	\$ 219.26	RHA Technical Services
Small Business Advanced Energy Audit & Report	1	\$ 14.21	\$ -	\$ 384.11	\$ 398.32	RHA Technical Services
Billing Inquiry/High Bill Complaint Energy Audit & Report	1	\$ 7.11	\$ -	\$ 192.05	\$ 199.16	RHA Technical Services
Measurements and Verification (Metering hourly rate)	1	\$ 7.11	\$ -	\$ 192.05	\$ 199.16	RHA Technical Services
Smart Thermostat Installation Only	1	\$ 7.11	\$ -	\$ 192.05	\$ 199.16	RHA Technical Services

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Measure	Quantity	Administration Cost	Material Cost	Labor Cost	Total Installed Cost	Proposed Equipment
Additional Measures						
Time and Materials (Program Marketing and Outreach)	1	\$ 71.06	\$ -	\$ 192.05	\$ 263.11	RHA Technical Services
HVAC Fan Cogged V-belt replacing Smooth V-belt	1	\$ 4.27	\$ 18.23	\$ 97.19	\$ 119.70	Johnstone Supply HVAC Belt
Commercial Air Curtains (Standard Unheated)	1	\$ 63.44	\$ 1,325.87	\$ 388.78	\$ 1,778.09	Johnstone Supply Air Curtain
Commercial Air Curtains (Low-Noise Unheated)	1	\$ 76.14	\$ 1,669.11	\$ 388.78	\$ 2,134.03	Johnstone Supply Air Curtain
Boom Lift per Day	1	\$ -	\$ 461.89	\$ -	\$ 461.89	All Access Rentals
40W LED Cutoff Wallpack	1	\$ 10.42	\$ 139.78	\$ 141.72	\$ 291.92	Ex-Lite LED Wallpack
60W LED Cutoff Wallpack	1	\$ 11.54	\$ 170.17	\$ 141.72	\$ 323.43	Ex-Lite LED Wallpack
80W LED Cutoff Wallpack	1	\$ 12.44	\$ 194.48	\$ 141.72	\$ 348.64	Ex-Lite LED Wallpack
Build-in Emergency Backup	1	\$ 5.40	\$ 145.86	\$ -	\$ 151.26	Ex-Lite EM Backup
480V HV	1	\$ 1.80	\$ 48.62	\$ -	\$ 50.42	Ex-Lite Accessory
BI-Level Occupancy Sensor	1	\$ 1.57	\$ 42.54	\$ -	\$ 44.12	Ex-Lite Sensor
10W LED Bullet Flood Light	1	\$ 6.08	\$ 51.05	\$ 113.38	\$ 170.51	Ex-Lite LED Flood
20W LED Bullet Flood Light	1	\$ 6.35	\$ 58.34	\$ 113.38	\$ 178.07	Ex-Lite LED Flood
70W LED Flood	1	\$ 12.44	\$ 194.48	\$ 141.72	\$ 348.64	Ex-Lite LED Flood
100W LED Flood	1	\$ 14.91	\$ 261.33	\$ 141.72	\$ 417.97	Ex-Lite LED Flood
150W LED Flood	1	\$ 16.94	\$ 316.03	\$ 141.72	\$ 474.69	Ex-Lite LED Flood
200W LED Flood	1	\$ 19.19	\$ 376.81	\$ 141.72	\$ 537.71	Ex-Lite LED Flood
15W LED Mini Wallpack	1	\$ 50.35	\$ 51.05	\$ 85.03	\$ 186.43	Ex-Lite LED Mini Wall Pack
25W LED Mini Wallpack	1	\$ 5.30	\$ 58.34	\$ 85.03	\$ 148.68	Ex-Lite LED Mini Wall Pack
40W LED Vapor Tight Fixture	1	\$ 7.19	\$ 109.40	\$ 85.03	\$ 201.62	Ex-Lite LED Vapor Proof
60W LED Vapor Tight Fixture	1	\$ 7.64	\$ 121.55	\$ 85.03	\$ 214.23	Ex-Lite LED Vapor Proof
Variable Speed Drive 1 HP	1	\$ 30.58	\$ 656.44	\$ 170.07	\$ 857.09	Johnson Controls VSD
Variable Speed Drive 2 HP	1	\$ 39.72	\$ 903.51	\$ 170.07	\$ 1,113.29	Johnson Controls VSD
Variable Speed Drive 5 HP	1	\$ 49.53	\$ 1,168.52	\$ 170.07	\$ 1,388.11	Johnson Controls VSD
Variable Speed Drive 7.5 HP	1	\$ 56.88	\$ 1,367.30	\$ 170.07	\$ 1,594.25	Johnson Controls VSD
Variable Speed Drive 10 HP	1	\$ 74.34	\$ 1,839.09	\$ 170.07	\$ 2,083.49	Johnson Controls VSD
1/3 HP EC Motor	1	\$ 9.29	\$ 123.66	\$ 127.55	\$ 260.51	Evergreen EC Motor
1/2 HP EC Motor	1	\$ 10.45	\$ 154.87	\$ 127.55	\$ 292.87	Evergreen EC Motor
3/4 HP EC Motor	1	\$ 11.34	\$ 178.82	\$ 127.55	\$ 317.71	Evergreen EC Motor
1 HP EC Motor	1	\$ 22.91	\$ 491.62	\$ 127.55	\$ 642.08	Evergreen EC Motor
Ductless Mini Split Heat Pump 12,000 BTU per Unit	1	\$ 78.24	\$ 1,337.05	\$ 777.56	\$ 2,192.85	Ductless Aire Mini Split
Ductless Mini Split Heat Pump 18,000 BTU per Unit	1	\$ 82.74	\$ 1,458.60	\$ 777.56	\$ 2,318.89	Ductless Aire Mini Split
Ductless Mini Split Heat Pump 24,000 BTU per Unit	1	\$ 91.73	\$ 1,701.70	\$ 777.56	\$ 2,570.99	Ductless Aire Mini Split

EXHIBIT "C"

KEY PERSONNEL

RHA's proposed team includes talented leadership, dynamic managers, and experienced field personnel. Our team is qualified and equipped to hit the ground running and successfully provide direct installation services for RPU commercial customers. The team is led by an electrical engineer and includes engineers from different disciplines.

We summarize the qualifications of our key personnel in Table 1 below. Following the table are detailed descriptions of their experience. We have also included full resumes in Appendix 4.

Table 1. Key Personnel and Summary of Qualifications

Staff Name	Title/Role	Qualifications
Cynthia Bruno Rafferty	Chief Executive Officer	- Over 22 years of strategic oversight and executive leadership experience 7+ years of experience overseeing energy program operations for municipal and investor-owned utility clients
Gabriel Peredo	Director	5+ years of experience as Operations Director 15+ years of experience as a project manager on energy efficiency programs for municipal utilities - Over 7 years of construction management sustainability and maintenance experience - Demonstrated experience in leading teams to meet program goals on-time and on-budget - Certificates: - Lighting Controls Acceptance Test Technician - Edison Customer Technology Application Center – multiple subjects
Robert Blancas	Program Manager III	12 years of experience serving energy efficiency programs for municipal utility clients 8 years of experience managing day-to-day field operations for direct installation programs - Certificates: - CALCTP-AT Certified Acceptance Technician - Non-residential Lighting Technician - Environmental Protection Agency (EPA) Section 608 Technician Certification
Macario Ramos	Field Manager	17 years of experience leading energy efficiency field teams - Certificates: - Non-residential Lighting Technician - EPA Section 608 Technician Certification - Building Performance Institute (BPI) Analyst

Chris Medina	Building Inspector/Lead Energy Assessor	17 years of experience providing commercial outreach services for municipal energy efficiency programs - Conducted more than 4,000 non-residential energy assessments
Eduardo Callau	Building Inspector/Lead Energy Assessor	12+ years of marketing and outreach experience for small business direct installation programs - Conducted more than 4,000 non-residential energy assessments
Grace Lievanos	Program Coordinator	12+ years of experience providing administrative support for energy efficiency programs
Thomas Rugh	Engineer	2+ years of technical engineering project experience - Conducted ASHRAE Level I and II Audit reports for multiple public utilities 2+ years of experience with utility rebate programs, program development, estimating, and equipment field testing
Colin Kay	ITS Manager	9 years of experience supporting and facilitating the design and construction of information technology systems
Sharry Heberer	Application Developer	15+ years developing, implementing, and troubleshooting organizational information systems
Lance Olinger	Application Developer	20+ years of ITS experience 11 years of experience designing custom web-based applications and database tools for energy efficiency programs

CYNTHIA BRUNO RAFFERTY

Job Title	Chief Executive Officer
RHA Office Location	Fresno, California
Phone Number and Email Address	(559) 573-3544 cbrafferty@rhainc.com
Role	Cynthia will provide executive leadership and oversight to ensure the City of Riverside's strategic vision, goals and objectives are executed in accordance with contractual requirements.

CYNTHIA BRUNO RAFFERTY
Description of Experience

Cynthia is an accomplished executive with more than 22 years of corporate leadership and project management experience. An innovative and strategic thought leader, Cynthia knows what it takes to successfully design, manage, and implement complex energy efficiency programs. She provides executive oversight and leads development efforts on RHA's diverse portfolio of programs. With more than a decade of experience overseeing large-scale projects, she is recognized as a reliable, flexible, and dedicated executive partner to RHA's clients.

GABRIEL PEREDO (Primary Point of Contact)

Job Title	Director, Southern California Energy Programs
RHA Office Location	Santa Fe Springs, California
Phone Number and Email Address	(626) 435-0217 gperedo@rhainc.com
Role	Gabriel will provide operational oversight and strategic direction to program staff members and serve as the City of Riverside's primary point of contact.
Description of Experience	Gabriel is a skilled electrical engineer with more than 15 years of experience managing energy efficiency programs and projects. Since 2009, Gabriel's direct installation teams have conducted energy assessments and installed energy efficiency measures for more than 13,000 commercial customers throughout Southern California. Gabriel has also served as both a project manager and operations director on energy programs for several municipal and investor-owned utilities, including Southern California Public Power Authority (SCPPA), Southern California Edison (SCE) and the Southern California Gas Company (SoCalGas®). Throughout his tenure at RHA, Gabriel has overseen nearly two dozen energy efficiency contracts for municipal utilities of the following program types: • Lighting retrofits (non-residential) • Commercial and residential energy efficiency direct install programs • Small business refrigeration programs • Comprehensive surveys, including ASHRAE level I, II and III audits • Third-party verifications • Compressed-air system projects

ROBERT BLANCAS	
Job Title	Program Manager III
RHA Office Location	Santa Fe Springs, California
Phone Number and Email Address	(626) 363-2546 rblancas@rhainc.com
Role	Robert will provide management and general oversight of the program and installation teams. He will also support energy assessments and the development of savings calculations for customer payback analyses and reporting.
Description of Experience	Robert brings 12 years of experience supporting and managing the day-to-day operations of direct installation and retrofit programs for more than a dozen SCPPA members. These programs deliver energy audits, construction management services, energy efficiency measures, savings calculations, and lighting upgrades to commercial and municipal customers. In addition to leading program activities like scheduling, staff management and quality assurance, he also provides extensive support on budget management, reporting and training. A skilled trainer and operations manager, Robert serves as a subject matter expert and mentor to administrative staff, field teams and program subcontractors. Additionally, he holds energy industry-related certifications from several organizations, including the BPI, CalCERTS and the EPA.

MACARIO RAMOS	
Job Title	Field Manager
RHA Office Location	Santa Fe Springs, California
Phone Number and Email Address	(626) 435-0217 mramos@rhainc.com
Role	Macario will manage field staff, scheduling and delivery of lighting retrofit services. He will also provide program reporting and contract management.
Description of Experience	Macario holds a master's degree in Business Administration, he has worked for over 17 years supervising energy efficiency field teams. He brings a wealth of experience training and supervising field staff, managing project scheduling for field teams, coordinating, and tracking daily field projects, auditing program records, and resolving customer issues and complaints. He also holds a California DIR Division Labor Standards Enforcement Non-Residential Lighting certificate, a BPI Building Envelope and Analyst certification and an EPA 608 Universal Technician certification.

CHRIS MEDINA	
Job Title	Lead Energy Assessor
RHA Office Location	Santa Fe Springs, CA
Phone Number and Email Address	(626) 435-0217 cmedina@rhainc.com
Role	Chris will perform customer outreach and energy assessments.
Description of Experience	For over 15 years, Chris has supported energy programs for municipal utilities in Southern California. During his tenure at RHA, he has conducted more than 4,000 energy assessments for commercial energy efficiency programs.

EDUARDO CALLAU	
Job Title	Lead Energy Assessor
RHA Office Location	Santa Fe Springs, CA
Phone Number and Email Address	(626) 435-0217 ecallau@rhainc.com
Role	Eduardo will perform customer outreach and energy assessments.
Description of Experience	Eduardo has worked on energy and water efficiency programs for more than 12 years. As an energy specialist, he has completed over 4,000 assessments for energy efficiency programs in Southern California.

GRACE LIEVANOS	
Job Title	Program Coordinator
RHA Office Location	Santa Fe Springs, California
Phone Number and Email Address	Phone: (626) 435-0217 glievianos@rhainc.com
Role	Grace will provide general administrative support, appointment scheduling and project monitoring.
Description of Experience	For more than 12 years, Grace has provided administrative support to several commercial energy efficiency programs. She has experience using a variety of database tools to help support field services by scheduling and monitoring energy assessment activities.

THOMAS RUGH	
Job Title	Engineer
RHA Office Location	Santa Fe Springs, California
Phone Number and Email Address	(626) 956-5336 trugh@rhainc.com
Role	Thomas will provide engineering analysis and support reporting efforts.
Description of Experience	Since mid-2019, Thomas has provided engineering support on several aspects of the commercial energy audit process, including energy savings calculations, payback analysis and customer reporting. He also contributes to research and development projects for energy efficiency programs in Southern California.

COLIN KAY	
Job Title	ITS Manager
RHA Office Location	Fresno, California
Phone Number and Email Address	(559) 573-3614 ckay@rhainc.com
Role	Colin will support program data gathering, tracking and information sharing tools.
Description of Experience	Colin has nine years of experience supporting and facilitating the design and construction of information technology systems. Experienced in systems development for energy programs, Colin will leverage his strategic perspective and knowledge of varying systems and options to support RHA's development of systems and tools.

SHARRY HEBERER	
Job Title	Application Developer
RHA Office Location	Fresno, California
Email Address	sheberer@rhainc.com
Role	Sharry will support the development and customization of the existing program database and tools.
Description of Experience	Sharry has more than 15 years of experience developing, implementing, and troubleshooting organizational information systems. This includes web-based applications for many comprehensive audit and direct installation programs implemented by RHA for SCPA Members. She has extensive experience in front- and back-end web development including security implementation, client site development, web server and database administration. Sharry works in partnership with program operations teams and other end-users to develop customized technical solutions to fulfill each client's specific requirements.

LANCE OLINGER	
Job Title	Application Developer
RHA Office Location	Chico, California
Phone Number and Email Address	(530) 591-9041 lolinger@rhainc.com
Role	Lance will support the development and customization of the existing program database and tools.
Description of Experience	Lance has more than 20 years of experience developing, implementing, and troubleshooting organizational information systems. This includes web-based applications for many comprehensive audit and direct installation programs implemented by RHA for SPPA Members. He also has extensive experience designing and managing dynamic database solutions and "front end" web-based applications supporting RHA's energy efficiency programs. Lance works in partnership with program operations teams and other end-users to develop customized technical solutions to fulfill each client's specific requirements.

D.1 SUBCONSULTANTS

RHA does not anticipate using subconsultant support. However, if we do need to engage subconsultants, we are experienced at recruiting, training, and managing them. We also have an existing network of qualified and experienced contractors whom we can contact should the need arise. RHA will seek approval from RPU before engaging any subconsultants.