



PROPOSAL FOR

**Louisiana Public Service  
Commission**

602 North Fifth Street  
(Galvez Building) (70802)  
Baton Rouge, Louisiana  
70821-9154

RFQ: Program Administrator

APRIL 4, 2024



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## 1 Cover Letter

Kimberly N. O'Brian/Kathryn H. Bowman  
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Dear Ms O'Brian and the RFQ review team,

With this letter and submission of qualifications, Franklin Energy seeks your consideration for inclusion in the RFP process for the section of a Program Administrator for Commission-led statewide electric and natural gas energy efficiency programs.

Franklin Energy is well positioned to design, implement, and oversee a full portfolio of EE programs that equitably serves all eligible sectors and customers while contributing to economic development across each of LPSC's districts.

As an award-winning implementer of demand side management (DSM) programs, Franklin Energy has eight years of experience delivering programs to Louisianians and over three decades of experience delivering energy efficiency programs across the US. With a team of over 1,200 professionals, we have the institutional knowledge, competencies, and partnerships to successfully deliver the services and programs described in the RFQ and defined in the Phase II Rules.

Our collaborative approach and leading technology will enable end-to-end management of a comprehensive EE portfolio and the complex tapestry of stakeholders involved and impacted by the programs including participants, trade allies, implementation contractors, EM&V contractors, PSC staff, utilities, agencies advocacy groups and other market actors. We understand that the LPSC seeks a team that can deliver cost-optimized programs to your constituents that minimizes delivery costs, maximizes impact for all customer classes and ensures that low-income residential, renters and those with high energy burdens are well-served. Familiarity with many of the current LA utility programs, delivery partners, and trade allies coupled with learnings from transitioning other large portfolio to third-party administration gives us a unique understanding of the magnitude and challenges associated with the design and launch of these new programs while transitioning from the existing utility-led model.

We understand the LPSC's objectives, and we look forward to learning more about the Commission's goals and requirements throughout the RFP process. We are excited to be involved in the next Phase of EE in Louisiana and to be part of a team that can provide strategic leadership and direction needed for success.

If you need additional information, please contact Jason LaStella, Sr Director of Business Development at 415.505.2596, Nathan Wolf, Program Manager @260-341-0276, or FranklinBD@franklinenergy.com.

Thank you for the opportunity and consideration.

Sincerely,

Michael Romeo  
Vice President of Business Development  
Franklin Energy Services, LLC



Figure 1.1. Michael Romeo  
Signature

## 2 Minimum Requirements

## 2.1 The Point of Contact/Liaison For:

We have requisite experience interfacing and coordinating with stakeholders to develop, regulate, and sponsor programs, managing channel partners and being the direct point of contact for end users.

Since 1994, Franklin Energy has delivered the industry's most substantial demand-side management services and solutions to program administrators and sponsors nationwide. Supporting our services is a highly respected Franklin Energy executive team and more than 1,200 professional and technical experts with broad industry experience in design, engineering, marketing, outreach, education, customer service, field services, and quality control.

We bring together the technical expertise and experience while also providing the world-class advisory and program design competence that will be essential to realize the Louisiana Public Service Commission's Phase II Goals.

### Purpose, Mission, Vision, Value

Franklin Energy has been delivering turnkey energy efficiency and energy management programs across the US for three decades. We started by helping program sponsors implement energy efficiency programs in the commercial and industrial market, and we grew from there, expanding into serving clients across a wide variety of sectors including residential, multifamily, agricultural, public sector, income qualified, and many more. Franklin Energy is a team of passionate, hardworking people committed to simplifying the complex and making the challenging achievable for the good of our clients, our planet, and our future. We currently have 33 offices across the United States.

**Our purpose:** To boldly change our energy future.

**Our core values:** We inspire. We empower every customer with smart, affordable, carbon-reducing energy solutions. We innovate. We introduce new ideas to build strong communities and local economies free from the effects of climate change. We are inclusive. We work in a safe, diverse, and collaborative culture to solve the complexity of long-term energy management equity.

The Franklin Energy Team is very experienced in supporting regulatory reporting, writing and filing testimony, testifying in hearings, responding to data requests, and obtaining approval for various program plans. We have written testimony for and reconciled to-the-penny expenditures for reconciliation filings, and are committed to providing clear, accurate, and timely data and narrative support to support client programs.

### Key Personnel & Experience

**Lloyd Kass**, Vice President of Strategy & Market Development, leads our Market Development and Regulatory Affairs Team. Lloyd, a ten-year veteran of state and local government with fifteen years in the utility energy efficiency program space, and his team closely monitors policy trends, regulatory proceedings federal/state legislation, and developments around codes and standards.

**Dena Jefferson**, Director of Regulatory Affairs, an attorney with a Utility Law focus, has worked directly on rate cases, proposed rule making, and other regulatory proceedings in multiple jurisdictions as an employee of Exelon Utilities and NiSource Utilities. Additional regulatory capabilities can be found in Dena's Resume attached and summarized below:

- ▶ California Comments on Draft Equitable Building Decarbonization Direct Install Program Guidelines
- ▶ Virginia - Comments on LMI Solar for All Program Development
- ▶ New Jersey - Comments on the Implementation of Federal Inflation Reduction Act Home Efficiency Rebate (HOMES) and Home Electrification and Appliance Rebates (HEEHR) Formula Funding
- ▶ Rhode Island - Comments on the Office of Energy Resources' High-efficiency Heat Pump Program proceeding
- ▶ Michigan - Comments in response to Energy Waste Reduction Legislation
- ▶ Wisconsin - Comments on Performance Based Ratemaking
- ▶ Wisconsin - Comments on Focus on Energy's Inflation reduction Act (IRA) Proceeding

Through this business unit, Franklin Energy supports many of its existing utility clients and stands ready to provide consultative services to assist in regulatory matters as needed.

We have been actively involved in the Illinois Energy Efficiency Stakeholder Advisory Group (SAG) subcommittee and Technical Advisory Committee (TAC), which updates the Illinois technical reference manual (TRM), since 2012 on behalf of ComEd. Also in Illinois, Franklin Energy assisted Peoples Gas and NorthShore Gas in submitting Regulatory Plans and Energy Efficiency Plans for approval, prepared written testimony, provided testimony, and responded to Illinois Commerce

Commission's (ICC) data requests and interrogatories. When requested, we have served as Peoples Gas and NorthShore Gas' lead for ICC Commissioner and staff meetings on an impromptu basis. Franklin Energy compiled year-end program reconciliation documents and associated testimony required to be filed with the ICC.

Since Congress passed, and the President enacted, both the Infrastructure Investment and Jobs Act (2021) and Inflation Reduction Act (2023), Franklin Energy has been an active stakeholder advising the Department of Energy (DOE) and state energy offices in planning their deployment of the extensive energy efficiency components of both laws. Franklin Energy serves as an Affiliate Member of the National Association of State Energy Officials (NASEO) and has participated in numerous NASEO events, providing input on best practices for energy efficiency program administration and the coordination of federal and ratepayer funds in such programs. Franklin Energy has submitted formal comments on these matters to the DOE toward their development of guidance for the Home Rebate Programs. We have participated in state proceedings on these programs in California, Minnesota, Michigan, New Jersey, New York, and elsewhere.

Members of the Franklin Energy Market Development and Regulatory Affairs Team also regularly engage with the National Association of Regulatory Utility Commissioners (NARUC) as it is a resource for the regulatory community. It provides a way to educate and influence public policy, share best practices, and foster solutions to improve regulation. Through participation in NARUC's conferences and trainings, the team stays abreast of the regulatory landscape across multiple states while gaining insight through interactions with state commissioners and their staff.

### Public Utilities/Public Utility Commissions & Staff

Since 2001, Franklin Energy has implemented programs for **Focus on Energy, Wisconsin's statewide energy efficiency effort** overseen by the Wisconsin Public Service Commission and funded by the state's investor-owned energy utilities and participating municipal and electric cooperative utilities. During the past two decades, Franklin Energy has implemented a wide variety of C&I programs for electric and gas savings. This work has included the Commercial Program (2001-2012), Business Incentive Program (2012-2019), Business and Industry Solutions (2020-present), and smaller programs and offerings including Rural Industrial, Midstream C&I Lighting, Small Business Program, Community Small Business Offering, Communications Providers, Midstream Commercial Kitchen Equipment Pilot, and Chain Stores and Franchises Program. This statewide work includes full implementation of the C&I program; customer marketing, education, and outreach; trade ally/contractor network development and nurturing; customer care center support; program application development; rebate application processing and rebate payments; and technical assistance. These program components are like those that will be implemented with the Louisiana Public Service Commission. Our efforts have been recognized as part of Focus on Energy's overall success with five ENERGY STAR Sustained Excellence Awards.

Our Primary point of contact for Commission Staff regarding program administration will be **Rose Shannon**, Regional Director. She will be supported by our local Program Manager, **Nate Wolf**, as well as our Regional Vice President for Operations, **Dean Laube**.

### State or Federal Agencies

Franklin Energy has been a trusted partner of **Energize Delaware** since 2017, successfully implementing two whole home programs serving market rate and low-moderate income households, similar in nature to what a HOMES program could look like. Through these programs, Franklin Energy has grown and managed a large contractor network, offering valuable solutions and support to ensure a skilled and efficient workforce. To date, these programs have disbursed incentives totaling over \$9 million, resulting in the completion of more than 4,500 successful projects.

From 2012-2014, **Energize Indiana** was administered by Franklin Energy. This integrated statewide energy efficiency program was a collaboration of Duke Energy, Indianapolis Power & Light and four additional utilities, comprised of residential offerings (home energy audits, income-qualified weatherization, residential lighting), commercial and industrial prescriptive rebates, and school education, school audits components. We completed 168,000 energy audits, processed 9,500 rebates, mailed 200,500 energy efficiency kits, facilitated the point-of-sale purchase of 8.8 million light bulbs, distributed \$68 million in incentives, and achieved 1,335,000,000 kWh in first-year energy savings. Best practices from the implementation of this program can be applicable to work with the Louisiana Public Service Commission as a Program Administrator.

### End-Use Customers

Our local program team provide outreach to end-use customers through community outreach events, marketing and outreach, and other channels to ensure customers have access to the information they need and answers to their

questions to guide them through their energy efficiency journey. In addition to our local program team, we utilize a best-in-class customer call center to provide a single, easy-to-navigate channel for answering questions and providing customer support.

Franklin Energy supports the programs we implement with our internal customer care center services. We employ highly qualified staff and proven processes and technology that successfully manage a half-million interactions with our clients' customers annually. Our team:

- ▶ Guide customers through their energy efficiency journey.
- ▶ Assist users in navigating the program offerings.
- ▶ Schedule site visits.
- ▶ Provide web chat services to quickly respond to customer questions.
- ▶ Respond to email interactions and manage the program's general email queue.
- ▶ Educate customers and answer questions on program.
- ▶ Review customer eligibility based on rate code and location.
- ▶ Collect basic house or building characteristic information.
- ▶ Coordinate outbound call campaigns and schedule site visits.
- ▶ Log all call and email activity into our CRM system to report results and deliver a consistent customer response.
- ▶ Manage and report customer compliments and complaints to maintain a response time, and notification of RFQ, within 24 hours of initial contact and using documented complaint resolution procedures.
- ▶ Warm-transfer customers to subject matter experts when additional technical information is required.
- ▶ Assist customer with orders and installation.
- ▶ Coordinate monthly call calibrations.
- ▶ Cross-sell other LPSC programs and offerings.

## 2.2 Organizational, financial, and data tracking abilities for both individual projects and overall programs

Franklin Energy delivers end-to-end sustainable energy management solutions to utilities and government organizations across the United States. With our sister company AM Conservation, our structure and scale support integrated solutions and allow for significant investment in innovation, greater resources, and deep expertise to help our clients achieve their energy efficiency and demand reduction goals.

Our key areas of expertise include the following:

- ▶ **Programs.** Franklin Energy serves 76 clients in 35 states by delivering 181 programs, spanning sectors from residential to industrial, and a wide range of solutions that include energy efficiency, demand response, electric vehicle infrastructure, online stores, conservation kits, and energy education.
- ▶ **Platforms.** We also offer customer engagement tools that seamlessly connect energy efficiency, demand response, and other distributed energy resources through automated participation paths tailored to customers' needs and interests. Our integrated marketplaces are designed, developed, marketed, and fulfilled by an in-house team of experts in e-commerce and utility program marketing and logistics.
- ▶ **Products.** We manufacture more than 375 core energy efficiency and water conservation products under the Niagara Conservation and Simply Conserve brands. In addition, we have a long history of distributing large volumes of products on behalf of other manufacturers, such as smart thermostats and EV chargers. We've partnered with other distributors to simplify large-scale sourcing products like heat pumps and insulation.

### Our Approach

Our approach starts by establishing the objectives for key metrics with Louisiana Public Service Commission. Then, Franklin Energy will complete detailed forecasting, budgeting, and planning. Recognizing that conditions change during a year, Franklin Energy will carefully monitor pipeline projects, measures, and results against the percentage of budget spent, goals achieved, and implementation time available. Contingency plans will be put in place with associated initiation dates, so program managers can make proactive, prompt, and informed decisions regarding any needed adjustments. The collected data will be used, along with a periodic, rigorous tune-up process, to look for opportunities to improve administrative efficiency, realize deeper savings, and target any underserved markets.

## Data Tracking and Reporting

Contributing to the high-quality, responsive reporting LPSC can expect from Franklin Energy is the tracking and reporting module of our NGAGE technology platform. It is part of our broad technology platform that helps program administrators better connect with customers, facilitates their participation in energy efficiency programs, provides analytics essential to effective programs, and supports trade allies and contractors in the market. It is backed by more than a decade of innovation and currently manages thousands of data elements across the programs we implement.

**NGAGE**

This cloud-hosted, industry-leading module is built on the Salesforce® CRM platform. It offers 24/7/365 secure, browser-based access to near-real-time program data. It integrates marketing metrics and customer contact information with traditional energy efficiency program data management. It provides complete transparency of program progress, including real-time access and visibility into projects at every stage, and consistent tracking of projected energy savings and other key program information, such as program-approved contractor activity, marketing leads, and outbound marketing campaign success rates.

It allows for continuously assessing the activity pipeline, actual results, and short- and long-term trends and forecasts. Franklin Energy leverages this data to inform decision-making, optimize program performance, support market intelligence and analytics, adjust to changing market conditions or program priorities, and continuously improve delivery.

We will configure the tracking and reporting module for the scopes of work to comply with LPSC's requirements for capturing detailed and desired data.

Reports will be consolidated on a program dashboard to provide an overview of key indicators, including participant data, budget spent and remaining, and energy savings compared to targets. Dashboards provide quick and easy access to near real-time data. Programs roll up to portfolio views allowing for data aggregation from individual updates on projects through portfolio wide goal achievement and cost-effectiveness.



**Figure 2.1. Program Dashboard**

Our tracking system's customizable and easy-to-read dashboards allow for close monitoring of performance in near real-time to ensure appropriate steps are taken to accurately forecast participation and achieve goals on time and within budget.

The content of these dashboards is configurable by program and will be defined and agreed to during the launch process. LPSC staff will receive regular delivery dashboards, custom reports, underlying data, and analysis. Annual reporting, EM&V access, partner and subcontractor integrations are all available through the NGAGE tracking and reporting module with its integration layer that supports access via APIs and SFTP transfers.

### Data Integration

Franklin Energy would leverage our experience in data transfer projects with a wide range of requirements and breadth of scope with client and partner systems to mitigate the risk associated with data integration by using the following practices:

- ▶ A savings management and incentive processing system that is SOC 2<sup>SM</sup>, Type 2 compliant to guarantee financial integrity and prevent impropriety.
- ▶ A team-based approach to implementing a solution that benefits all sides and fosters collaboration and value-mapping for all stakeholders.
- ▶ A strict project management methodology.
- ▶ Proven best practices for software and application development.
- ▶ Proper documentation of all project areas, including design documents, process maps, work instructions, test plans, and training materials.

A typical data integration project has a series of unique phases in which the deliverable output from one phase becomes the input for the next. This approach ensures all processes and requirements are adequately documented and assists in managing the scope.

All program-related tracking information and data would be interfaced with the LPSC's system during the start-up phase. This interface would be provided via a batch upload, allowing weekly data synchronization. This database would provide the program data necessary to populate the Request for Qualifications of Program Administrator tracking and reporting system.

It is also worth noting that should Franklin Energy operate within a separate tracking and reporting system, we would want to coordinate the following with the selected vendor:

- ▶ Data requirements and data sharing protocols.
- ▶ Secure management and storage of participant data.
- ▶ Level of access for Franklin Energy staff.
- ▶ Relevant dashboards are developed to allow Franklin Energy to track and report on task orders issued to us.

## Financials

Franklin Energy has developed a monthly cadence that ties in key deliverables (data collection, invoicing, forecasting, and accruals) to ensure detailed tracking of monthly, quarterly, and annual savings and budget. The base for this approach starts with a detailed program build-up that includes all measures and their costs, savings, and participation by measure by gas territory (because housing/projects can vary greatly based on location). Allocations are included for joint programs, and marketing and staffing are also included, so the full cost of the program is accounted for, and the savings associated are verified. These values are then flowed into our detailed forecasting and updated with actuals as the year progresses.

Our savings management and incentive processing system is SOC 2®, Type 2 compliant. Our procedures require several independent quality control checks and balances to guarantee financial integrity and prevent impropriety, which are demonstrated by clean SOC audits since 2014:

- ▶ SOC 1, Type 2: 2014-2017; 2019-2023—Passed
- ▶ SOC 2, Type 2: 2017-2023—Passed

Franklin Energy provides accurate and prompt invoicing, which is key to running a successful portfolio. Over the last several years, we have worked to develop a process that is as smooth and seamless as possible. Steps in this process include:

- ▶ Accruals are sent to the utility client once before the end of the billing month and any time upon request.
- ▶ Validation reports are created to ensure accurate data entry.
- ▶ Draft invoices are sent to the utility client for one final verification prior to finalizing and uploading for payment.
- ▶ Once the invoices are finalized, the invoicing data are then entered into our forecasting document and marked as realized.

## 2.3 The use of data to monitor and track successful energy efficiency programs and the ability to develop analytics from said data to illustrate the success/failure rate



Figure 2.2. Dashboard Reporting Example  
Sample Retail Program Dashboard

Successful administration requires the ability to not only track the performance of programs across an energy program portfolio, it also requires analytics and insights that highlight trends allowing for intervention when programs are still able to make course corrections needed to meet goals. Our reporting and analytics module leverages business intelligence to provide real time analysis of operations versus plan with projections based on current trends. All our data analytics include drill down capabilities with easy access to underlying data and integrated data slicers that allows users to zoom in on a target area for niche analysis.

Franklin Energy's demand side management program tracking module would supply the data LPSC has detailed in your RFQ and the Phase II Rule. It would provide LPSC 24/7/365 secure, browser-based access to near-real-time program data.

This system can track many metrics and supply detailed reports examples include:

- ▶ Monthly actual and forecasted participation.
- ▶ Outreach activities and participation rates by program actual versus forecast.
- ▶ Cost-effectiveness at the portfolio, program, and measure level.
- ▶ Cost and savings analytics of forecasts and actuals.
- ▶ Issue management and resolution.



Figure 2.3. Ameren Missouri Customer & Portfolio Dashboard

Participants would be able to schedule appointments on the LPSC website or by calling the Customer Care Center. Scheduling home visit appointments would ensure member satisfaction and efficient use of program resources.

## 2.4 Development of a standard operating procedure to support managing an organizational structure with clearly defined roles and responsibilities, within various areas, including how those coordinate and work towards the same goals

### Program Management Tools

Franklin Energy's program management tools are built from templates of fundamental standards and customized for each program we implement. During program start-up, they will be reviewed with LPSC to ensure alignment. These tools, which work together to achieve all program objectives, include the following:

- ▶ The operations manual documents all specifics of program delivery and operations, including requirements and procedures related to customer service, outreach, safety, reporting, inspections, inventory management, engineering calculations, and information systems.
- ▶ The work plan covers the program goals, execution plan, timeline, and outreach activities. It details overall goals and monthly forecasts, outlines program performance against goals, summarizes outreach activities and results, and spells out contingency plans to meet programmatic goals.
- ▶ The marketing plan outlines strategies, collateral, messages, tactics, and budgets to achieve program marketing objectives. It includes a specific calendar that details the development time for each tactic and the planned in-market date for each.
- ▶ The Franklin Energy program management technology suite supports diligent pipeline management. Franklin Energy's advanced web-based system stores all project details, including savings, incentives, project statuses, estimated completion dates, scoping documents, communications, and processing activities.
- ▶ An action register is a tool to ensure each issue and change is tracked with the latest status and has owners and due dates.
- ▶ Plan-on-a-Page process requires each program manager to provide regular status reports to Franklin Energy's executive leadership. The presentation covers program progress against KPIs, compares forecasts to budgets, outlines key staffing and delivery items, and details the quality catches, opportunities, successes, and improvement plans.



**Figure 2.4. Program Management Approach**

Franklin Energy's approach begins with a strong start-up plan and communication with our clients. Procedures and expectations are included in the program operations manual, work plan, training plan, and other documents.

Careful planning, routine monitoring, goal achievement, and continuous improvement are what LPSC can expect from Franklin Energy's program management approach. Our local team will follow a structured, consistent program management model after consultation with your key team members. We will collaborate with your staff, stakeholders, and partners to ensure all program components from design and forecasting through implementation and reporting are focused on achieving your goals.

Our approach starts by establishing the objectives for key metrics with you. Then, we will complete detailed forecasting, budgeting, and planning. Recognizing that conditions change during a year, we will carefully monitor pipeline projects, measures, and results against the percentage of budget spent, goals achieved, and implementation time available. We will have contingency plans with associated initiation dates in place, so our program managers can make proactive, prompt, and informed decisions regarding any needed adjustments. We also will use this data, along with a periodic, rigorous tune-up process, to look for opportunities to improve administrative efficiency, realize deeper savings, and target any underserved markets.

This model has been proven across the variety of programs we implement and the clients we serve. Its strength is best evidenced by our long-term client relationships and successful program implementations. These relationships span a decade or more and several re-bids with clients such as Consumers

Energy, DTE Energy, Duke Energy, Focus on Energy, PG&E, WEC Energy Group utilities, and Xcel Energy.

### Meeting LPSC's Goals

To successfully implement LPSC's Energy Efficiency Programs, we will begin by establishing annual objectives for key metrics with you. Then, we will use established methods and systems to forecast, manage budgets, control the incentive pool, collect and analyze data, and provide you with regular reports. Our success arises from our approach to:

- ▶ Develop implementation plans with a high confidence level.
- ▶ Ground plans on a thorough understanding of the program measure mix.
- ▶ Constantly evaluate program feasibility and risks and develop contingency plans to deploy as program challenges are confronted.
- ▶ Create and execute a growth plan to improve customer savings cost-effectively over time.

We will coordinate with LPSC, selected implementation vendors, and other key stakeholders to establish a reasonable plan for achieving savings and spending goals and operating continuously during the year. Our process as program implementer involves rigorous engineering build-ups, predicting average savings per measure and measures per participant aligned with market potential, and resources that we can make available to the selected implementation contractors as necessary in the role as third-party administrator. We will develop and maintain detailed monthly, quarterly, and annual program participation and savings reporting and projection, and review progress against the program implementation plans with the hired implementation contractors on a regular cadence to ensure delivery corresponds with LPSC's energy savings and budget goals. On an ongoing basis, our team will monitor individual program performance against the portfolio performance, and re-balance the portfolio as needed to ensure program-specific budgets and savings targets are right-sized for overall portfolio objectives.

Our practice is to:

- ▶ Manage outreach activity to ensure the program does not over-commit participants or fall short of optimal savings achievement.
- ▶ Monitor pipeline activity to ensure commitments can be met within the timeframe and optimal savings can be achieved before the program's end.
- ▶ Monitor the budget to ensure funds are available for committed projects and aligned with the timeline.
- ▶ Communicate effectively with stakeholders to ensure all market participants are aware of deadlines, incentive availability, and procedures for closing out projects.

We will carefully monitor program results, pipeline projects, and a breakdown of all measures against the percentage of budget spent, goals achieved, and implementation time available. We will regularly assess results to-date along with short- and long-term trends and forecasts. Our program design will include several levers that can be used to ramp up or down production to meet the savings goal while staying within the budget and avoiding the need to close the program early. We will establish performance triggers to indicate whether a contingency plan needs to be executed. We also will monitor market conditions and maintain ongoing engagement with local contractors for potential recommended changes to incentive levels and program offerings that will enable us to overdrive savings within available budgets.

Our NGAGE program management technology platform provides comprehensive and configurable tools that track many metrics, including budgets and key performance indicators (KPIs), and can report against a plan by location, program, or other criteria. This data will be used to report progress, measure and evaluate program performance, support market intelligence and analytics, adjust to changing market conditions or program priorities, and continuously improve delivery.

Our program manager will coordinate regular weekly and monthly data-driven pulse checks to maintain our sharp visibility of our on-pace progress toward goals. These sessions will include key program team leaders and the leads responsible for cross-cutting functions like marketing, outreach, and engineering support. Our team's accountability for and laser focus on meeting periodic savings, budget, and customer experience goals are ensured by our depth of expertise, our one-team goal-focused organizational structure, and our proven and integrated systems for tracking and analyzing program activity.

Quarterly and annually, we will conduct deep-dive reviews of program results and forecasts and innovation sessions that are ideal forums for exploring and driving the continuous improvement essential for sustained success. To ensure your visibility and confidence in program results and expectations, we will invite LPSC personnel to participate in these reviews.

## **2.5 Energy efficiency program design based upon set savings goals and/or budget parameters**

Through our 30 years of program administration experience, we have developed a deep bench of experienced energy efficiency professionals equipped to design programs that meet the unique budget requirements, energy savings targets, and jurisdiction-specific needs of each of our customers. Through careful consideration of the available levers, our program design approach considers:

- ▶ **Delivery Model:** We have successfully delivered down-stream and mid-stream products programs (in-store point of sale, online, and rebate-based), virtual and in-home or in-business assessments, custom projects, behavioral programs, and other specific program delivery approaches that best address different market needs and segments.
- ▶ **Measure Mix:** Our expert engineers will evaluate all available measures and select the optimal mix to balance lower cost and shorter measure life measures with more expensive but longer measure life measures. This also ensures programs reach a wide range of customer types and address different end-use conditions.
- ▶ **Incentive Levels:** Our engineers and program implementation experts collaborate to right-size incentive levels for each measure to yield customer adoption and energy savings in the most cost-effective manner possible.
- ▶ **Target Audience:** Our marketing team and program implementers collaborate to conduct sophisticated market segmentation to identify the customers most-likely to participate and the customers whose projects will yield the most cost-effective energy savings for the program.
- ▶ **Customer Outreach, Communications, and Marketing:** Our expert marketing and outreach professionals tailor outreach approach by program delivery type, customer demographics, and program implementation approach to provide seamless customer experience and efficient customer delivery.

Within a portfolio, individual program designs should not be seen as stagnant or fixed. While ensuring program stability is key for market adoption, measure mix, incentive levels, and customer outreach strategies should be regularly reviewed and adjusted as needed to continue to meet overall portfolio objectives. As portfolio administrator, our team will work closely with LPSC, the utilities, program implementation contractors, trade allies, and other key stakeholders to ensure the various levers of program delivery are tuned to maximum portfolio efficacy.

We will begin contract term by establishing annual objectives for key metrics with you. Then, we will use established methods and systems to forecast, manage budgets, control the incentive pool, collect and analyze data, and provide regular reports. We will develop a reasonable plan for achieving savings and spending goals and operating continuously during the year. We use rigorous engineering build-ups, which predict average savings per measure and average measures per participant aligned with market potential. We will develop and maintain detailed monthly, quarterly, and annual program participation and savings projections and corresponding sales funnels that align with energy savings and budget requirements.

Our practice is to:

- ▶ Manage outreach activity, so the program does not over-commit participants or fall short of optimal savings achievement.
- ▶ Monitor pipeline activity, so commitments can be met, and optimal savings can be achieved.
- ▶ Monitor the budget to ensure funds are available for committed projects and aligned with the timeline.
- ▶ Communicate effectively with stakeholders, so all market participants are aware of deadlines, incentive availability, and procedures for closing out projects.

We carefully monitor program results, pipeline projects, and a breakdown of all measures against the percentage of budget spent, goals achieved, and implementation time available. We regularly assess results along with short- and long-term trends and forecasts. Our plans will include several levers that can be used to ramp up or down production to meet the savings goal while staying within the budget and avoiding the need to close the program early. We will establish performance triggers to indicate whether a contingency plan needs to be executed. We also will monitor market conditions and maintain ongoing engagement with trade allies for potential changes to incentive levels and program offerings that will enable us to overdrive savings within available budgets.

Our program manager will coordinate regular data-driven updates to maintain our sharp visibility on progress toward goals. Our team's accountability for and laser focus on meeting savings and budget goals are a result of our depth of expertise, our one-team goal-focused organizational structure, and our systems for tracking and analyzing program activity. Quarterly and annually, we will conduct deep dive reviews of results and forecasts and innovation sessions that are ideal forums for exploring and driving the continuous improvement essential for sustained success.

## 2.6 Confidentiality rules/restrictions, including the ability to protect customer specific information and data, and has abided by such in the past

Franklin Energy's commitment to information and cybersecurity is best exemplified by our attainment of SOC 1 and SOC 2 Type II certifications that are cross-walked to the NIST Cybersecurity Framework. We use a defense-in-depth approach to data security that includes over 125 security controls. Additionally, we implement a Written Information Security Policy that uses five layers of policies, procedures, processes, standards, and work instructions to provide a holistic approach to information security. Violations of these policies or procedures are serious violations, which can result in employee disciplinary actions.

### Technology Controls

Franklin Energy's NGAGE platform is integrated with Active Directory, allowing for complete application and user access controls. All data and connections/transmissions used by the tool are encrypted both in flight and at rest. Additionally, NGAGE utilizes Salesforce.com and Microsoft Azure cloud-based data storage systems, which operate from data centers that comply with industry standards.

Franklin Energy uses a complete system of personnel and system security measures to ensure that customer data are securely managed and stored, and that risks are identified and managed before a loss can occur. We support all industry best practices for providing information-security safeguards for all company and client data, including:

- ▶ **Security controls** Policy and procedures specific to identity, access, and role management; data encryption; multi-factor authentication; patching, and device encryption/lock screens.
- ▶ **Threat detection and management** Stateful firewalls, IDS/IPS (intrusion detection system/intrusion prevention system), SIEM (security and information event management) tool, user behavior analytics, logs review, anti-virus, malware, and content monitoring and filtering on all endpoints and network gateways.
- ▶ **Penetration and vulnerability management** Ongoing third-party testing of applications and infrastructure; all findings are remediated as needed.
- ▶ **AppSec in the SDLC** Security is integrated into the software development lifecycle (SDLC) as part of system design and via static and dynamic code analyses prior to releases. All software developers complete secure coding training.
- ▶ **Security education and awareness** All employees and contractors are subject to background checks and ongoing information security training, including acceptable use, data handling, phishing, confidentiality, and privacy.
- ▶ **Disaster recovery/business continuity** Systems are designed not only for performance and scalability but also high availability, redundancy, and recovery in the event of an outage or failure. We test recovery and continuity plans annually at a minimum.

## Franklin Energy Security Systems, Processes, and Policies

Franklin Energy Services employs a number of systems, processes, and policies that ensure utility customer and confidential information is properly handled.

NGAGE Efficiency Manager, Franklin Energy's proprietary program tracking system, is built on the Salesforce.com platform. User access is controlled through a change-control process that ensures Franklin Energy employees are able to access only the sections of the database for which they are approved. Thus, access to sensitive records or processes is tightly controlled, reviewed, and maintained.

All Franklin Energy employees who have access to customer data, enter incentive applications into the database, and review projects undergo periodic background checks.

All Franklin Energy employees who handle client funds or are involved in the review and approval of incentive checks will be clearly identified within the applicable program management documents. In addition, employees who handle client funds, have direct contact with incentive checks, or process incentive applications will have a background check performed at a minimum of every six months as allowed by applicable law. Employees who do not successfully pass a background check may be subject to discipline, up to and including termination, as allowed by applicable law.

The program manager will be responsible for review and approval of incentive monies per the program requirements. Programs have and maintain documentation showing who is responsible for each part of the application review and approval process. Incentive fulfillment (i.e. invoicing clients, issuing checks, and disbursing checks) will only be done by the Finance Department in the company headquarters.

Franklin Energy supports all industry best practices for providing information security and privacy safeguards for all of its company and client data. Franklin Energy has a comprehensive security policy and controls that address multiple layers of protection. Franklin Energy employs the following:

- ▶ Employee screenings, background checks, security training, and confidentiality agreements.
- ▶ Annual Security Training and certification for all employees, contractors, and vendors.
- ▶ Physical and Logical security and access controls; physical access to hardware is limited and logged; strong password policies are utilized and enforced.
- ▶ Role-based access to systems and data; users have access to information on a "need-to-know" basis using least privilege and separation of duties principles.
- ▶ Antivirus, malware, and content monitoring/filtering on all end-points and network gateways.
- ▶ Secure, controlled access to data centers and server rooms; firewalls and IDS/IPS in place to patrol network perimeter, encrypted Wireless access.
- ▶ Secure data interchange; we promote the use of secure processes and protocols for the exchange of data including SSL, SFTP, SSH, TLS and IPSEC.
- ▶ Data Encryption when necessary; proper encryption algorithms are utilized when transferring sensitive information. Data is encrypted in flight and at rest.
- ▶ Back-up and Disaster Recovery Planning: back-up and recovery of all major systems and data is performed regularly. Redundancy and high availability are supported.
- ▶ A robust change control/management process for all systems.

Franklin Energy will interface any/all program-related tracking information and data with LPSC's tracking system. Franklin Energy will provide this interface via a batch upload process that will allow for synchronization of the data on a periodic basis.

### Vendor Security Policy

Franklin Energy has a vendor security policy that all vendors in our ecosystem must comply with, and we monitor performance regularly.

## **2.7 The ability to hire/vet implementation contractors to ensure the highest quality of vendors are being utilized**

Franklin Energy brings in contractors who will supplement the skills of our staff and add value for our clients. In selecting subcontractors, Franklin Energy seeks subcontractors who have complementary skills, key technical expertise, a solid

record of performance, and a culture that aligns with our business philosophy and customer service standards. Our goal is to develop the best program approach and add necessary team members to ensure our clients have the best team to achieve customer service and program savings goals.

Franklin Energy manages subcontractors in a turnkey manner, eliminating the need for utility staff to handle individual invoicing, reporting, or communications. Subcontractors are expected to abide by the codes of conduct and guidelines of the program. They are contractually obligated to meet a specific scope of work with clear goals and key performance indicators. They are exposed to the same terms and conditions as those that Franklin Energy is obligated to.

Subcontractors are considered an extension of Franklin Energy's staff. They are managed as a single cohesive team. Typically, they participate in daily and weekly team meetings.

### Vetting Contractors

Contractors have the option to register or may choose to participate without registration. Registered contractors will have their names displayed on the LPSC website and on a portal if that is what LPSC chooses. To become a registered contractor for any Franklin Energy program, a contractor must complete the following steps:

#### Registration

1. Agree to all conditions and sign Registered Contractor Participation Agreement (Agreements must be renewed yearly).
2. Must be licensed in the State of Louisiana.
3. Participate in a program orientation, to include program requirements and training for NGAGE.
4. Abide by the Terms & Conditions set out in the Registered Contractor Participation Agreement.
5. Contractors will be assigned a program representative to work with throughout the process.

### Experience

For a major utility portfolio, to ensure a successful start-up and drive for ongoing stability with program operations, Franklin Energy reviewed a number of bids from potential implementing vendors looking to partner with us on the portfolio launch. As portfolio administrators who recognized the client's desire to assemble a dream-team of partners for the program roll-out, we looked at prior program implementation experience and results, explored current working relationships with vendors on other utility work and sought alignment of core business values when making selections for eleven different vendor partnerships. One example of this would be our decision to work with Uplight as our partner on the Demand Response program as they had been a well-established and respected DERMS provider for multiple utilities.

Another example would be with our vendor of choice to implement the HVAC and Retail Lighting programs, who already had implemented EE programs for this utility in the past and had a proven track record of reaching client goals. These key considerations ultimately led to a strong collection of vendors who contributed to program launches with minimal disruption to the customer experience.

### **2.8 Familiarity with financial systems for energy efficiency programs in order to coordinate payments between utilities and implementing contractors or utilities and incentive payments to end-use customers, including the review of invoices and program contracts to ensure the work is performed satisfactorily**

Qualified applications that meet the program requirements are authorized for payment. Applications that do not meet program requirements are sent rejection letters clearly identifying why they did not qualify.

Our payment processing policies and procedures ensure integrity at every step of the process. Our application and incentive processing procedures require several independent quality-control checks and balances to guarantee financial integrity and prevent impropriety. We continually work with program managers to ensure their program team is properly trained, they understand the processes they must follow, and they know all processes are monitored and reported back to the program managers.

Our employees adhere rigorously to all confidentiality requirements regarding customer data. All program staff has received training on appropriate uses of customer data that we have access to through program delivery. We have internal policies regarding protecting passwords on all electronic devices, securing laptops, and storing project information.

## Invoicing

During the start-up period, we will work with LPSC to develop and gain approval of the final invoice format and establish procedures to ensure that invoices reflect work completed during the month and that billing properly itemizes administrative or service charges. We manage this process with all our clients, and we will be flexible in developing and modifying the information included in the invoices or the invoice format as required by LPSC over the length of the contract. We will maintain duplicates of all invoices, supporting documentation, and financial reports submitted to LPSC as required.

Our systems can generate and process very detailed and complex invoices. Our accounting software allows us to set up separate project codes or tasks that roll up into one master project code. Time and expenses are entered at the project code and task level, so invoicing and reporting can easily be presented at the separate project code and/or master project code level. Our invoice processing system is SOC 2<sup>SM</sup>, Type 2 compliant and recently passed a third-party penetration test. In compliance with SOC standards, we maintain proof of program manager review and approval of each invoice.

## Incentive Payments

To issue incentive payments, we use experienced personnel and a standard process, proven in our work with programs like yours. We routinely issue hundreds of incentive payments a month—for amounts ranging from less than \$10 to over \$300,000. We provide an exceptional customer experience from start to finish, including clear, easy-to-use applications, efficient procedures, white-glove service, and accurate and timely payment processing. As a result, you can count on:

- ▶ **Integrity at every step.** Our savings management and incentive processing system is SOC 2<sup>SM</sup>, Type 2 compliant. Our procedures require several independent quality control checks and balances to guarantee financial integrity and prevent impropriety. We maintain a separate, FDIC-insured bank account for each client. These accounts are used only for receiving and issuing client incentive funds and are carefully tracked and reconciled.
- ▶ **Security.** Our process requires reviews and approvals from separate departments, so no one person has access to the means to defraud a client. Personnel are trained in the process and standards, and they know all application activity is monitored. All potential Franklin Energy employees undergo background and credit checks and drug screening before hiring, and those with access to application processing or the check fulfillment process also undergo periodic background and credit checks as allowed by law. All staff are trained on confidentiality requirements for customer data. We enforce policies for protecting passwords on all electronic devices, securing laptops, and storing project information.
- ▶ **Accurate payment.** Application data are entered into our program tracking system and verified by at least two separate program staff members. Approved applications are batched for client review and then forwarded to our central processing team. Data are automated throughout application review and check processing to eliminate the potential for errors introduced by duplicate and manual data entry.
- ▶ **Visibility.** Project status is updated in our tracking system through an automated process on the day payment is issued. We monitor the status of incentive payments and report those directly to clients, or clients can have direct access to program tracking system dashboards.
- ▶ **Excellent performance.** We consistently meet or exceed client key performance indicators for processing time, quality assurance, customer satisfaction, and other requirements.
- ▶ **Better customer and trade partner experience.** We automate and streamline the process, getting payments to customers and contractors promptly and minimizing calls to the program. Checks typically are printed and mailed within three business days after client funds are received.

**ACH payments** offer several advantages over traditional paper checks, including faster processing times, reduced administrative costs, and increased convenience for both payers and recipients. By providing multiple payment options, we aim to enhance the customer and trade ally experience, streamline the payment process, and minimize the need for manual handling of physical checks. We will issue program incentives via ACH payments or LPSC-branded checks. Customers and trade allies will indicate their preference when they register to participate in the program or during their first project application submission. We expect the vast majority will opt for ACH payments, significantly reducing the number of checks to be issued. The Franklin Energy Team works with Choice Digital in completing incentive payment fulfillment in a variety of payment options, including ACH, check, venmo/paypal, and merchant. For printed checks, checks are printed on high-quality paper stock with a professional appearance. They reflect LPSC logos and brand standards. The checks have numerous security features and are mailed in a no-window envelope to deter fraud.

Undeliverable checks and checks that are not cashed 90 days after issuance are referred to the program team for follow up with the utility and the customer. Our program coordinators use all available contact information to reach the customer and

reissue the check. Our team proactively monitors un-cashed checks for one year. We make at least two attempts to locate a customer and reissue a current check. After one year, we return the funds to the utility for the escheatment process. We maintain compliance with all federal and state escheatment requirements.

## 2.9 Experience in branding and messaging of energy efficiency programs for adequate penetration in the various markets, including but not limited to low-income/energy burden households and renters, as well as consistent marketing statewide

Franklin Energy offers program marketing support and stand-alone marketing services in the residential, multifamily, small business, commercial and industrial sectors, and we specialize in providing integrated marketing support for grid optimization programs at the portfolio level.

At every level of the marketing and creative process, Franklin Energy's marketing services are focused solely on the energy services industry. We not only understand the unique nature of this industry, we think like implementers, and we track metrics like evaluators. We have a native-fluency understanding of the complex ins and outs of your programs, our industry, and the regulatory environment in which we operate. We are focused on achieving goals and meeting cost-effectiveness tests, with a focus on efficiency and data-driven decisions. We empathize with your customer's needs, fears, and desires as you do. That is not something you can learn in a few meetings or even from the most detailed creative brief. For that level of understanding, you need a marketing partner who lives energy efficiency and demand reduction, and who anticipates challenges and recommends creative solutions even before you ask.

Franklin Energy has extensive experience working with utility clients and other program administrators on the development, approval, and implementation of effective marketing and communications plans. Currently, we support marketing activities for more than 90 utility clients and nearly 150 utility programs and manage millions of dollars in program marketing work. We have a remarkable record of driving program marketing innovation, increasing customer engagement, and reducing cost per acquisition for programs like yours.

**Table 2.1. Franklin Energy Marketing Experience**

	CONSUMERS ENERGY	CPS ENERGY	ENERGY NEW ORLEANS	FIRSTENERGY OHIO & PENNSYLVANIA	AMEREN MISSOURI	ROCKY MOUNTAIN POWER	GLENDALE WATER & POWER
Marketing Planning and Strategy	x	x	x	x	x	x	x
Market Research	x	x					x
Market Segmentation		x		x	x		x
Cross-Program Marketing	x		x		x		
Content Development	x	x	x	x	x	x	x
Graphic Design	x	x	x	x	x	x	x
Email	x	x	x	x	x	x	x
Direct Mail	x	x	x	x	x	x	x
Online Stores	x		x		x		x
Website		x		x	x		x
Social Media		x	x	x	x		x
Digital Ads			x	x	x		x
Collateral	x	x	x	x	x	x	x
Events	x	x	x	x	x		x
Public Relations		x	x		x		

Our marketing team produces award-winning work that has earned recognition in a wide variety of categories, including digital campaigns, printing, branding, websites, direct mail, and trade show exhibits, from several professional organizations, including the Association of Energy Services Professionals (AESP), Business Marketing Association-Association of National Advertisers (BMA-ANA), PR Daily, and ENERGY STAR®.

Our marketing services are backed by deep industry experience and a commitment to staying on the cutting edge. Our staff members have earned third-party certifications from platforms such as Google and Hubspot in inbound marketing,

content marketing, email marketing, pay-per-click advertising, digital design, growth-driven design-based websites, digital marketing software, and more. We have an extensive, proprietary marketing training program tailored specifically to the demand-side management industry. Developed by our marketing product management team, it is delivered internally and externally. It includes in-person and self-paced online courses, across marketing topics and tactics in digital and customer experience. Courses include customer journey mapping, digital marketing concepts, email marketing strategy, social media strategy, digital campaign development, closed-loop reporting, and digital marketing platforms. Each hands-on course includes required practicum elements, ensuring program staff can apply their knowledge to real program situations. Our commitment to continuous improvement is one of the reasons we have earned HubSpot's Partner Agency designation. Franklin Energy is the only company in the utility industry with this exclusive designation. It qualifies us to set up your marketing automation system, train you on its use, develop best practice-based inbound marketing strategies, and implement them.

Our marketing experts are active members of the Association of Energy Services Professionals (AESP), serving in leadership positions at the marketing topic committee, regional and national board level, and regularly providing thought leadership at conferences. They also participate in the Direct Marketing Association, the American Institute of Graphic Arts, the American Advertising Federation, and United AdWorkers. Our marketing work has earned numerous awards in a wide variety of categories, including digital campaigns, printing, branding, websites, direct mail, and trade show exhibits.

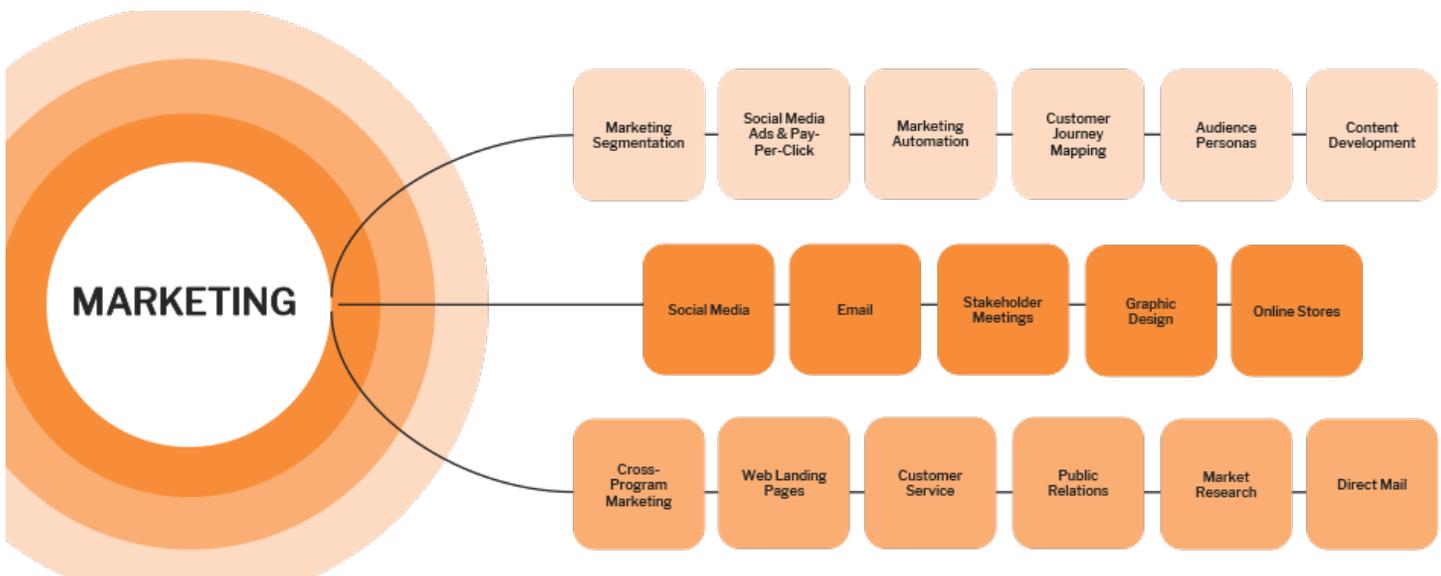


Figure 2.5. Franklin Energy Marketing

## 2.10 Experience in drafting, or assisting in the drafting, of a Technical Reference manual, or similar document

Franklin Energy's platform for tracking and reporting program results is backed by our digital TRM, configured to meet jurisdiction-specific requirements for each program. This TRM is configured to estimate and track all data required to meet EM&V or regulatory requirements, including GHG reductions, water savings, and other non-energy benefits. This proprietary platform allows us to update specific measure characteristics as baselines or methodologies change. Our digital TRM is managed by our central engineering team, who have over 40 combined years of experience developing and parsing technical resource manuals for programs across the country. Our data management and reporting platform is designed to house all inputs and calculations needed to generate program savings and GHG reduction values. The platform's calculations replicate TRM algorithms and tracks savings and GHG reductions. Franklin Energy has decades of experience administering custom programs, including estimating cost, energy savings, and GHG reductions. We work closely with evaluators when designing custom programs, and our savings hold up well to evaluator scrutiny. Our realization rates are near 100%, reflecting experienced energy efficiency calculations and high Net to Gross scores reflecting experienced program design. For example, as a content provider for many TRMs, and currently the technical lead for the Michigan TRM, the Michigan Energy Measures Database (MEMD) for the last 12 years, we are experienced in energy measure cost estimating. We have provided content to the Illinois and Wisconsin TRMs for more than 10 years and were

previously the lead for the Minnesota TRM for over three years. This work included estimating costs for hundreds of measures and reviewing costs for custom measures as prescriptive versions were designed. In 2023, we began using this system at Entergy Louisiana.

Drafting technical reference manuals (TRM) is a core competency at Franklin Energy. Our experience includes composition and assistance on both the State and Utility level including but not limited to the examples included below.

### Focus on Energy - 2011 to Present

Franklin Energy has responsibility for producing and updating technical workpapers for the Focus on Energy programs we implement, including the Business Incentive, Chain Stores and Franchises, Multifamily Energy Savings, and Multifamily Direct Install. Compilation and consolidation of the Focus on Energy workpapers into a Technical Reference Manual began in 2013. Franklin Energy assisted in the review and revision of the documentation, leading to the release of the Wisconsin Focus on Energy TRM in August 2014. Franklin continues to be involved in updating workpapers and adding new measures as part of annual review process for the TRM. In addition, we assist in the development of measure baselines based on market knowledge, project and field experience, and knowledge of codes and best practices. We have also assisted in determining effective useful lives for the measures we implement to determine the lifecycle therm and kWh savings. In the development of the workpapers and TRM, Franklin Energy works closely with the Focus on Energy administrator and evaluator, along with implementers of other Focus on Energy programs.

### Illinois Energy efficiency Stakeholder Advisory Group - 2010 to Present

Franklin staff participate on the Illinois Energy Efficiency Stakeholder Advisory Group (SAG) subcommittee, Technical Advisory Committee (TAC). The committee is responsible for creating and updating the Illinois Technical Reference Manual, the state's source for program policy and prescriptive measure savings. Committee members perform most measure research, review measure development, collaborate with the TRM administrator and other committee members, and represent their clients' programs.

### Michigan Energy Measure Database - 2009 to Present

Franklin was the technical lead in the development of the 2009 Michigan Energy Measure Database as a subcontractor to Morgan Marketing Partners, which leads this project. Our responsibilities included measure selection, code and standard updates, annual evaluation and EM&V inclusion, technical review, analysis, and documentation. This database, with over 500 measures and 200 technologies, is made up of summaries of all measure specifics, along with detailed workpapers and spreadsheet calculations for each measure. We have performed updates to the Michigan Database every year since 2009.

## 2.11 Experience in producing Program Plans and Annual Reports

As discussed in [2.4](#), Franklin Energy has a wealth of experience in developing program plans using tools built from templates of fundamental standards and customized for each program we implement. And, we follow a structured, consistent program management model based on collaboration with your staff, stakeholders, and partners to ensure all program components from design and forecasting through implementation and reporting are focused on achieving your goals.

### Annual Reporting

In addition to weekly and monthly program reporting, Franklin Energy will develop a more comprehensive annual report to summarize the activities of the program year, including monthly and quarterly performance data, and year-end service-level data. Our annual report will examine the strengths and weaknesses of the program year and will discuss potential opportunities to improve the Louisiana Public Service Commission's design. These insights will not only be based on the experience gained during the completed program year, but also experience gained from programs and conferences around the nation, evaluation results, and client, customer, and trade ally feedback. With each successive year of every program we implement, Franklin Energy strives to improve our program delivery to not only achieve our clients' goals but also better serve their customers. The strengths, weaknesses, and opportunities identified within the annual report will be useful elements of discussion during the annual program design review and in many cases will serve as inputs during operational planning activities for the following program year.

## **2.12 Ability to have at least two local offices, including at least one call center, within Louisiana with qualified people who are knowledgeable on energy efficiency and the State of Louisiana**

Located at 4298 Elysian Fields Ave # B, New Orleans, LA 70122, Legacy Professional Services acts as Franklin Energy's Louisiana call center to ensure vetted and qualified individuals are on hand to support LPSC's energy efficiency objectives. As a partner with LPSC, we are prepared to invest in a second local office in Louisiana in addition to our existing call center to support your program goals.

## **2.13 Experience facilitating smooth transitions of utility-led EE programs to third-party administered ones**

Franklin Energy has developed significant experience and proven processes in transitioning programs from other vendors. Some examples include:

- ▶ Ameren Missouri Residential Portfolio
- ▶ Black Hills Energy Small Business Program
- ▶ Duquesne Light C&I Program
- ▶ Entergy New Orleans Residential Portfolio
- ▶ FirstEnergy Pennsylvania C&I Downstream and Residential Appliances and Consumer Electronics Programs
- ▶ Minnesota Power Application Processing and Retail Program
- ▶ National Grid Marketplace Plus Small Business and Residential
- ▶ NYSEG and RG&E Commercial and Industrial Rebate Program
- ▶ Tucson Electric Power and Unisource C&I, Multifamily, and Single-Family Programs

### **Seamless Program Transition**

Franklin Energy has successfully transitioned existing legacy programs to our platform and then offered new customer segmentation, targeting, and marketing communication plans to drive sustained engagement and savings. We will start by working closely with LPSC and its existing implementer and EM&V partner to gather customer data, participation, cohorts, and characteristics. As we go through cohort development with treatment and control group creation, we will tailor welcome and transition communications that feature expanded offerings and benefits to the customer thanks to LPSC's investment in advanced meters, home energy reports, online customer engagement portal, alerts, and your online store.

Franklin Energy will coordinate with and support the third-party program evaluator to facilitate program evaluation, measurement, and verification including informing them on cohorts that are created, timing of reports, and other mutually agreed upon data points.

### **Implementation Process**

For systems implementation, the dedicated Franklin Energy project team will use proven deployment and project management processes to ensure a rapid and successful program transition and platform roll-out. Our approach always includes phase-to-end milestones, where all deliverables will be reviewed, finalized, and accepted before proceeding. This provides a fail-safe mechanism that ensures timelines are accurate, and communications are taking place at the right levels.

### **Set-Up and Configuration**

Our platform was constructed to be highly configurable, allowing for adjustments to incorporate LPSC's needs in branding/design standards, white labeling, and localization—managing state differences in program measures, utility services, rates, and rebates, etc. The platform's tools and functions may be incorporated into existing LPSC solutions in various ways, from hosting to (Optional) APIs, widgets, or I-frame portals. Additionally, we can configure help, tips, and other informational needs through editable content libraries to include the type of information referenced during audits and in recommendations tools.

### **Change Management**

Franklin Energy views platform deployment as a collaborative process and operates utilizing the Agile deployment and development process giving LPSC transparent access through our engineering tracking systems, as needed. Franklin

Energy expects some alteration and changes as LPSC sees the site in the live test and staging environments. As a result, we expect some alteration and changes as LPSC trials the site in the test and staging environments. This process is reflected in our iterative approach to the roll-out, which is made up of multiple phases, with feedback required from LPSC at each phase. Changes that are outside of the original scope need to be identified and addressed in a formalized change management process.

Our priorities for program transitions are maintaining program momentum, minimizing risks, and retaining the relationships that are valuable assets of utility programs.

Franklin Energy makes transitions as seamless and stress-free as possible by applying a standard process and milestones, dedicating the appropriate resources, and communicating clearly and frequently with clients, the outgoing vendor, and key customers, trade allies, or other stakeholders. Major transitions are led by a project manager from our enterprise optimization team and supported by subject-matter experts from across our company. They prioritize the tasks most vital to program momentum or at risk due to the performance of the previous vendor, such as marketing, setting up technology systems and processes, and retaining the relationships that are valuable assets of utility programs. We work closely with clients to identify key start-up activities, especially those for the offerings new to the scope, and immediately assign responsible teams. We work collaboratively with outgoing vendors to ensure all key tasks are managed.

Franklin Energy takes time to understand the lessons learned from previous program iterations, while incorporating our own best practices and fresh perspective.

### **3 Conflict of Interest**

Franklin Energy does not see any conflicts of interest if selected and the program administrator. We do not employ or have employees with family members currently employed with regulated utilities or consumer advocacy groups. We are current implementers of regulated Energy Efficiency Programs across the state of Louisiana for Entergy Louisiana, Entergy New Orleans and Cleco. We work on behalf of those utilities as impartial and competitively vetted vendors of those programs. Pursuant Section III B of the Phase II Rules states, "Past and present EE administrators are not prohibited from submitting qualifications and proposals to the Commission's RFQ/RFPs."

## 4 Appendix - Resumes

## LLOYD KASS

### Vice President of Market Development and Regulatory Strategy

Lloyd Kass is responsible for accelerating growth and shaping Franklin Energy's strategy based by leveraging policy, regulatory and industry knowledge of market dynamics, and managing deep relationships within the ecosystem of utility stakeholders. He has had an over 20-year career in building businesses and leading utility and governmental initiatives in the areas of building retrofits, energy efficiency, program management, public policy, strategy and business development, budgeting, change management, and software integration. He has successfully developed and implemented large-scale demand-side energy programs, employing time-tested and emerging portfolio-level building energy efficiency strategies. Lloyd has substantial expertise in federal, state, and local clean energy policy and with the implementation of utility regulatory frameworks that advance markets driving building energy efficiency.

#### Related Experience

Led policy, utility client management, business development around new offerings in markets, focused on bringing energy efficiency solutions that provide aggregated value to utilities and service excellence to their customers.

Led utility relationships and other partnerships for more than 15 energy efficiency programs for utilities and program administrators in California, the Carolinas, Indiana, Maryland, Massachusetts, New Jersey, New York, Ohio, Pennsylvania, and Texas.

Led the growth of Lime's utility service business from \$100M per year in 2016 to \$155M in 2019.

Contributed to business coalitions that have helped pave the way for far more aggressive statewide energy efficiency policies in New York and New Jersey.

Launched and led Governor Andrew Cuomo's strategic initiative aimed at accelerating energy efficiency improvements in NY state buildings and agency operations, and elevating the overall energy performance of public facilities—fifty percent of this portfolio is comprised of the State University of NY and City University of NY facilities.

Drove a statewide benchmarking of 212 million square feet of university facilities, prisons, offices, and other building types over 48 months; mobilized a governance structure among state agencies; issued agency guidelines and requirements.

Developed an implementation plan focused on cost effective energy saving infrastructure investments across the state, improved building commissioning, operations and maintenance, and enhanced use of building management technology.



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## LLOYD KASS

### Education

Master of Public Administration  
Columbia University  
New York, New York

Bachelor of the Arts  
Brandeis University  
Waltham, Massachusetts

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### Credentials

Certified Energy Manager  
Association of Energy Engineers

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### Franklin Energy Hire Date

March 2021

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### Experience with Other Firms

Lime Energy (A Wildan Company) - 5 years

Columbia University, School of International & Public Affairs - 12 years

New York Power Authority - 2 years

Willdan Energy Solutions - 4 years

New York City Housing Authority - 9 years

City of New York, New York Human Resources Administration - 2 years

Community Service Society of New York - 3 years

## DENA JEFFERSON

### Director, Regulatory Affairs

Dena Jefferson serves as Director of Regulatory Affairs for Franklin Energy, where she oversees all state and federal policy and regulatory affairs at Franklin Energy, harnessing over 15 years of experience in utility regulation and compliance, with focus on utility rate cases, energy efficiency, solar interconnection, performance-based ratemaking and compliance.

#### Related Experience

Responsible for reporting on policy and regulatory proceedings to cross-functional teams, and ensuring continuous research and analysis is conducted. Apply strong understanding of utility commissions and policy issues, coupled with broad knowledge of the larger energy efficiency and the utility services market to daily responsibilities.

- ▶ Coordinate, track, and report out on key policy and regulatory proceedings on priority issues in select jurisdictions, by way of:
  - ▶ Participation on industry association policy calls, utility commission technical conferences and NARUC conferences.
  - ▶ Preparing policy summaries that impact the business and disseminating them to key stakeholders across the company.
  - ▶ Craft and convey key company advocacy positions on policy and regulatory matters.
  - ▶ Meeting with utility commissioners, policymakers, coalition members and other stakeholders; testify and speak at hearings, working group meetings, and technical conferences; and,
- ▶ Draft public comments, white papers and other written documents related regulatory proceedings, often in coordination with allies and trade associations through:
  - ▶ Mining industry association resources, prioritized utility commission dockets, industry publications research reports, and general news publications.
- ▶ Support regulatory research needs identified by Sales, Proposals, Product Management and Programs & Services teams.
- ▶ Administer process for distilling and disseminating key policy and regulatory updates to key stakeholders within the Company.
- ▶ Collaborate with Sales, Proposals, Product Management and Programs & Services teams, and others, to ensure that:
  - ▶ Regulatory research, analysis and advocacy needs central to company growth were addressed.
  - ▶ Regulatory strategy and priorities were aligned with growth strategy and client management objectives.

Cooperate with the Commission and its staff, key stakeholders, and administration officials to assist in managing regulatory proceedings and develop regulatory strategies, while maintaining strict compliance with regulatory standards.

- ▶ Analyze situations from both a corporate and legal perspective to result in favorable orders from the Commission and maintained company reputation with community members and stakeholders.
- ▶ Draft testimony and proposed orders, petitions, pleading documents, and other regulatory affidavits for filing. Attend commission hearings, reviewed and edited testimony, and provided official reports.



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#### DENA JEFFERSON

##### Education

*Doctor of Jurisprudence w/ focus in Environmental, Natural Resource & Utility Law*

*Indiana University Robert H. McKinney School of Law  
Indianapolis, IN*

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##### Credentials

*Certified*

*Fostering Inclusion and Diversity -  
The Yale School of Management*

*Cultivating Collaborative Leadership  
- UC Berkeley Executive Education*

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##### Franklin Energy Hire Date

*July 2021*

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##### Experience with Other Firms/Utilities

*Regulatory Affairs - Pepco Holdings - Washington, DC. - 4 Years*

*Legal/Regulatory Affairs - NiSource (supporting Northern Indiana Public Service Company (NIPSCO)) Indianapolis, IN. - 9 years*

- ▶ Created and Implemented internal document management standards and protocols for case evaluation.
- ▶ Participated in community meetings involving community leaders and regulatory stakeholders.
- ▶ Served as liaison of regulatory affairs for the commissions and other external stakeholders reporting outage information during severe storms.
- ▶ Worked as regulatory point of contact for rates cases in both Maryland and the District of Columbia, which assisted in messaging consistency and stronger team communication.

## ROSE SHANNON

### Regional Director

Rose Shannon oversees five program managers and their staff throughout Minnesota, Wisconsin, Louisiana, and Texas. Rose helps grow relationships and lead program renewals and expansions with clients. She is responsible for the financial results of contracts for programs, working with program managers, and properly staffing a growing organization. She monitors operations to recognize trends, opportunities for program enhancement, and potential problems to optimize program results and facilitate revisions to program delivery.

#### Related Experience

Managed and implemented \$1.5 million expansion of the City's Better Buildings Challenge program for private buildings (\$750,000 Department of Energy award, \$750,000 partner match).

Managed the City of Milwaukee's Property Assessed Clean Energy (PACE) financing program for commercial buildings. This program is integrated into the City's expanded Better Buildings Challenge program.

Managed the City of Milwaukee's Better Buildings Challenge commitment and progress in City-owned facilities. This included leading the cross-departmental Energy Reduction Team to identify potential projects, track implementation, and identify outcomes.

Managed Milwaukee Energy Efficiency (Me2) program for residents of the City. The Me2 program is a low-interest loan program for homeowners to develop and implement energy efficiency projects for their homes. This involved working with contractors and the financial partner to generate leads and complete home energy efficiency projects.

Worked as part of an interdisciplinary team on a project with the Director of Sustainability on making the business case for an internal price on carbon and a supply chain sustainability database



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## ROSE SHANNON

#### Education

M.S., Environmental Policy & Planning  
University of Michigan  
*Ann Arbor, Michigan*

B.A., International Relations,  
Environmental Analysis & Policy  
Boston University  
*Boston, Massachusetts*

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#### Presentations

Presenter at ACEEE 2019 National Conference on Energy Efficiency as a Resource

Presented at Department of Energy grant conferences in 2016 & 2017

Presenter at 2016 Midwest Energy Solutions Conference (MEEA)

Frequent presentations to community organizations and community members while with the City of Milwaukee

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#### Franklin Energy Hire Date

October 2017

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#### Experience with Other Firms

City of Milwaukee - 2 years

Northwestern Mutual - 1 year

City of Ann Arbor 1 year

## DEAN LAUBE, CEM, CDSM

### Regional Vice President – West

Dean Laube is an energy efficiency leader providing program design and implementation oversight for Franklin Energy's operations in the Western and Midwestern United States. He is nationally recognized for his work in the energy efficiency industry overseeing a portfolio of 40+ programs from residential to industrial. He is a two-time recipient of the State of Wisconsin Recognition Award for Outstanding Achievement for his work on the Focus on Energy Industrial Program.

#### Related Experience

Utility program management expertise including design, development, and implementation of energy efficiency programs and interaction with utility commission staff, evaluation of contractors, and program delivery staff.

Serves as Program Manager for Minnesota's Department of Commerce CARD Grant research projects.

Serves on the planning committee for the MEEA annual conference and as part of MEEA's Midwest training staff conducting Building Operator Certification courses.

Nationally recognized professional energy efficiency trainer having completed over 100 sessions related to energy efficiency technologies, including boiler and steam systems, compressed air, industrial refrigeration, fan and pump systems, industrial ventilation, demand control, account management, energy management, and selling energy efficiency.

Certified Building Operator Certification Trainer in the following six courses: Building Energy System Overview, Energy Management, Lighting, Operations and Maintenance Practices, and Building Commissioning.

Provided technical and program design support for small business, multifamily, commercial, industrial, and agricultural energy efficiency program start-ups and quick launches in Wisconsin, Michigan, Minnesota, Iowa, and Colorado Energy efficiency technical expert who has completed over 1,000 on-site energy audits for commercial and industrial customers identifying opportunities for improved energy efficiency, tracking and communicating energy improvements, and assisting customers with overcoming implementation barriers.

Industry leader in the advancement of energy management principles. Providing technical training on the financial and operational benefits of strategic energy management.



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## DEAN LAUBE, CEM, CDSM

#### Education

M.S., B.S., Environmental and Public Health  
University of Wisconsin – Eau Claire  
*Eau Claire, Wisconsin*

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#### Credentials

Certified Energy Manager  
Certified Demand Side Manager  
*Association of Energy Engineers*

Certified Facilitator  
*EnVita One-2-Five Energy Management*  
Building Operator Certification  
Facilitator

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#### Professional Memberships

Association of Facility Engineers  
Technical Resource Manual Advisory Committee  
Minnesota Department of Commerce,  
Division of Energy Resources  
*Association of Energy Engineers*

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#### Presentations

Better Buildings Summit 2016  
Department of Energy  
"State and Local Governments  
Teaming  
Up to Achieve Widespread Energy  
Savings" (panelist)

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#### Franklin Energy Hire Date

August 2001

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#### Experience with Other Firms

Johnson Controls - 1 year  
Northern States Power - 2 years  
CESA #10 - 3 years

## **NATE WOLF**

### **Program Manager**

Nate Wolf is responsible for managing home energy assessments, income qualified weatherization, and multifamily direct installation programs. Since 2018, he has led the Entergy New Orleans and Entergy Louisiana Residential Programs. Previously, Nate managed residential energy efficiency programs for Indianapolis Power & Light from 2016 to 2018. The portfolio included Home Energy Assessments, Income Qualified Weatherization, Multifamily, Retail lighting, School kits, and Kit offerings.

#### **Related Experience**

Developed and executed new pilot programs for new and expanding contracts.

Analyzed and utilized data to influence improvements in all operations.

Assisted other operations within the company to meet overall company goals.

Drove a culture of safety that created a safe work environment for all employees.

Managed the overall budget to ensure all programs hit monthly and annual goals.

Created and implemented new business practices and procedure for USIC Vacuum Excavation Program.

Managed daily operations to meet production, safety, and quality objectives.

Communicated with local districts, customers, and vendors to ensure delivery goals.



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## **NATE WOLF**

#### **Education**

MBA, Finance, General  
LSU Shreveport  
*Shreveport, Louisiana*

B.S., Building Construction  
Management  
*Purdue University  
West Lafayette, Indiana*

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#### **Credentials**

OSHA 30

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#### **Franklin Energy Hire Date**

July 2016

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#### **Experience with Other Firms**

United States Infrastructure, LLC - 4  
years



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