



Statewide Energy Efficiency Program

LOUISIANA PUBLIC SERVICE COMMISSION

Request For Qualification ("RFQ") 24-01 | April 04, 2024

Jacobs

Challenging today.
Reinventing tomorrow.

April 4, 2024

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Kimberly N. O'Brian
Kathryn H. Bowman
Louisiana Public Service Commission
602 North Fifth Street (Galvez Building) (70802)
P.O. Box 91154
Baton Rouge, Louisiana 70821-9154

Subject: Louisiana Public Service Commission ("RFQ") 24-01 - Statewide Energy Efficiency Program

Dear Ms. O'Brian and Ms. Bowman:

Thank you for considering Jacobs Engineering Group Inc.'s response for this Statewide Energy Efficiency Program opportunity ("RFQ") 24-01. For over 20 years, we've enjoyed supporting the State of Louisiana in delivering some of its most important and challenging projects. We look forward to extending this partnership by advancing the Louisiana Public Service Commission (PSC) mission to design and implement a statewide energy efficiency program for Louisiana citizens and public facilities. For this opportunity, we'll continue to bring proven leadership, processes, tools, and expertise to implement this new program.

We are committed to providing industry-leading services required for a 3rd Party Program Administrator for energy efficiency in Louisiana. If you have any questions regarding our response to this opportunity, please contact us. We are enthusiastic about the opportunity to continue our long-term partnership with the State of Louisiana and participate in this program. We look forward to further discussions regarding our proven experience and abilities to serve the PSC and the citizens of our state.

Best Regards,



Jacobs

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Requirements Response

The following submittal demonstrates Jacobs desire to support and ability to meet and/or exceed the Minimum Requirements specified in your Request for Qualifications (RFQ) for an independent, experienced firm to assist the Commission as a Program Administrator in designing and implementing a statewide energy efficiency program for Louisiana. More specifics of each requirement are provided below in the following sections and are excited to learn more in the April 15th bidders conference.

Overall: 5 years' experience with program administration (with a preference in energy efficiency administration), energy efficiency design, and analysis of energy efficiency programs.

Jacobs is the #1 Program Management firm in the world, providing solutions to clients in Louisiana for 35+ years. One of our key partners in executing several of these projects is Bonton Associates, with whom we have been working for over 17+ years on various program management and administration projects throughout Louisiana. The combination of our energy consulting services and local presence provides PSC with program management expertise that combines industry knowledge, tools, and processes with local delivery.

- Jacobs provides a dedicated program management team with the experience and expertise to integrate and manage the scale, complexity, and interdependencies within major energy efficiency programs. We address global challenges in an integrated way, from urbanization, climate change, logistics, and digital proliferation to security, water scarcity, investment partnerships, and mega infrastructure. Our full-service team is flexible and responsive and will cost-effectively move the right staff in and out of the roster based on your project needs and in cooperation with your team. Through continuous improvement, we will help establish cost savings with training, process improvement, enhanced responsiveness, and speed of delivery. We currently provide PMO services to other major utilities throughout California and the West. Coupled with our long-term Louisiana experience in infrastructure projects, we have the perspective and reach needed to implement this statewide program for PSC. Our capabilities include program management, project controls, digital & information technology (IT), risk, assurance, construction management, commercial, and cost.
- Bonton Associates has been a local leader in program management and program administration on public infrastructure projects. Working as both prime and subcontractor on Program Management and Administration teams, Bonton has the requisite skill set to deliver a quality program, with a team with diverse skills, including infrastructure design engineers, energy efficiency project analysts, grant management professionals, and construction management experts.



1. Working Knowledge and/or Experience:

- a. Public Utility Commissions and Staff
- b. State or federal agencies
- c. Energy efficiency contractors and/or evaluators
- d. Public Utilities
- e. End-use customers
- f. Energy Efficiency Working Group

Embarking on a statewide energy efficiency program is a complex and ambitious endeavor involving coordination with multiple stakeholders. **Jacobs and Bonton Associates are highly accustomed to working across all of the stakeholders noted in your RFQ, and other involved parties, to manage, communicate, build consensus, facilitate, and efficiently drive programs forward.**

Jacobs has a 20+ year continuous track record of successful program management for the SECO Revolving Loan Program, a statewide energy savings program serving all public entities across the State of Texas that requires coordination with similar entities and stakeholders.

- We've provided direct energy-related technical services/audits to 100+ Stakeholder entities ranging from Higher education institutions to Municipal & County government entities, Hospitals, and State Facilities. We have worked with the **North Central Texas Council of Governments** to provide renewable energy and demand side presentations to raise awareness of program resources.
- We manage the **SECO LoanSTAR Revolving Program**, tracking all financial, technical, energy savings, and emission metrics for The State Energy Conservation Office of Texas. We submit monthly, quarterly, and FY annual reports for the program. We track all program financial, technical and energy/emission metrics, which are ultimately reported to the federal government and EPA. Currently, the program has provided over 400 Loans which have yielded to date 6.8 billion kWh savings, equating to \$831M in utility savings.
- We are Program Managers for 6 complex State/Local infrastructure projects in Louisiana including: **City of Baton Rouge Sanitary Sewer Overflow Program and MS4 Stormwater Program, Coastal Protection & Restoration Authority (CPRA) Sediment Diversion Program and Coastwide Reference Monitor System (CRMS), the Sewerage & Water Board of New Orleans (SWBNO) West Power Complex, Louisiana Recovery School District Program.**

Additionally, Bonton Associates has experience leading or supporting project leadership roles in the following programs:

- **Clean Water Shreveport: 2018 to current.** This program is a sewer and water infrastructure capital program, and Bonton Associates' team members fulfill roles in Program Controls and Reporting, Construction Management, Engineering Reviews and Project Management.
- **American Rescue Plan, Baton Rouge: 2020 to 2023.** This program was a parish-wide drainage improvements program. Bonton Associates was the prime contractor that served as Program Manager, Construction Manager, Engineering Review, Program Controls, Data Management, and Reporting.
- **Public Service Commission Public Entity Program, District 3: 2023 to current.** This program is a multi-parish Program where Bonton Associates' team member serve as Program Manager, Construction Manager, and Project Analyst, performing all administrative functions of the

Program, including program and project design reviews and evaluations, construction estimate cost reasonableness analysis, performing constructions inspections and QAQC.

As part of their team’s start of District 3 Public Entity Program, the Bonton team has interfaced with LPSC elected officials and staff, facility management professionals at state and local governments, energy efficiency contractors, the end-user customers, and representatives from public utilities.

2. Organizational, financial, and data tracking abilities for both individual projects and overall programs.

Jacobs has developed a program-wide metrics tracking tool which provides deep insights into the energy and emissions savings yielded by entities served by similar state programs. Meaning and intuitive display of program results are key to further sharing the client’s mission across the State. The dashboard below demonstrates various financial metrics for a similar statewide program.

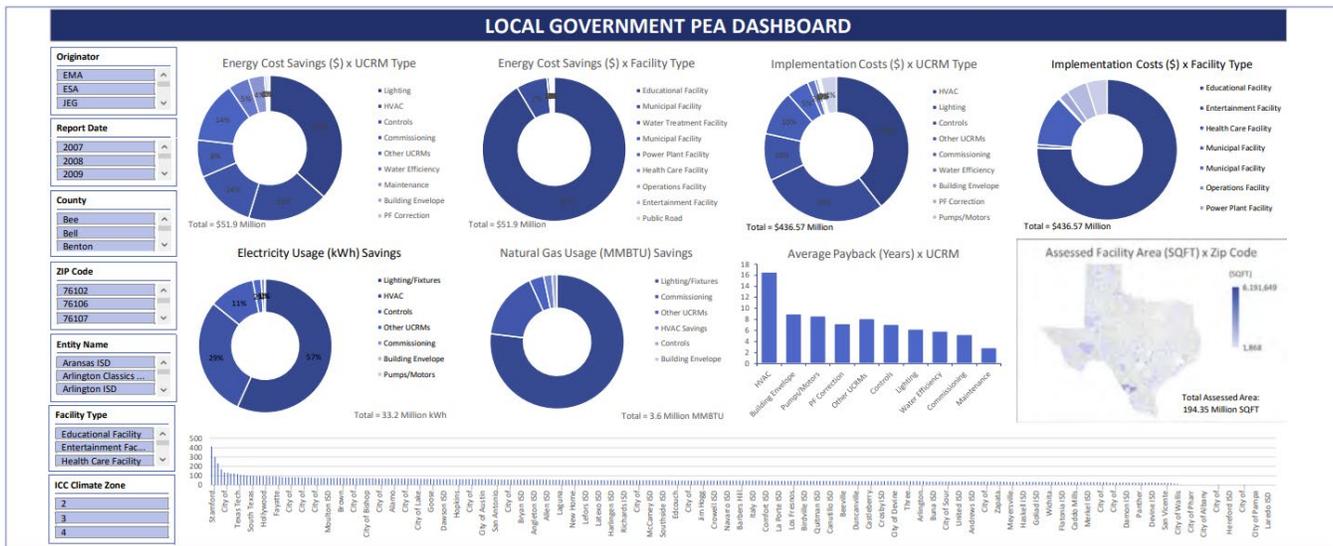


Figure 1: Metrics for a statewide program - example

In prior programs and as part of our standard program design, Bonton Associates develops and implements a stage-gate project delivery model to align program staff, data resources, and contractors to advance work orders and repair activities in an expedited and controlled manner. Project status is updated in real time through the stage-gate project delivery model. Bonton maintains a comprehensive database of project activity that flows directly into public-facing or client-facing dashboards that are always in real time. Bonton has developed program administration tools that are shared through interactive ArcGIS-backed online dashboards, PowerBI dashboards, or via low-code proprietary database management platforms that are customizable. These processes and tools are the foundation of a clear organizational process and ethic, are controlled and can track all activity in the progress of projects and in the financial management of the grant funding of such projects, and give our team members and clients real-time data tracking abilities that we use daily to drive operational decisions.

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.

Jacobs developed a comprehensive tracking tool to continually monitor each project and its accompanying financials, energy/emissions savings, qualitative metrics, and project status. This tracking tool (LoanSTAR Metrics Tracker) was first developed 20 years ago and is routinely updated and improved.

data. Every month, our project leadership would propose internal meetings on the LPSC account to communicate ongoing activities across all areas of the program and collect feedback and comments on specific projects. Key agenda items might include ongoing projects, upcoming assignments, resource forecasting, training initiatives, and required action items to make sure we are meeting our commitments to LPSC.

Placing all services under one account management team will allow for greater coordination and knowledge transfer across service lines about project progress and synergies to LPSC.

We issue formal meeting minutes for each meeting, documenting items discussed, action items, person responsible, and due dates. We use Microsoft Teams, Teams, Bluebeam, and Salesforce as in-common coordination platforms to facilitate communication, reviews, and management. This process keeps our teams engaged, and drives accountability across the entire organization, and provides critical information for any team members not present.

In addition, Bonton Associates has either led or supported the creation of a Standard Operating Procedure, replete with clear guidelines, standards, and processes for project delivery, program controls and reporting for the benefit of applicants, vendors, public officials and clients for virtually every program they have worked on. In 2023 Bonton Associates was selected as the engineering firm to administer the PSC District 3 Energy Efficiency Program for Public Entities. At the start of their selection, Bonton discovered a well-intentioned grant program that lacked an easy-to-use application, clear eligibility rules for applicants, and did not have any objective project quality evaluation criteria or minimum construction standards. Bonton spent months speaking with vendors, public officials, and facility planners in District 3 to identify the reasons for the current conditions. Their team developed an easy to use Standard Operating Procedure and Application to provide clear information to public entities about the types of projects that can be funded and what construction standards are expected. In addition, Bonton, using public and private research from official government sources and academia, developed a series of evaluation calculations to ensure future program dollars go to the highest quality projects. They are unaware of any other public entity program in Louisiana that has developed anything similar.

5. Energy efficiency program design based upon set savings goals and/or budget parameters.

Jacobs provides SECO guidance as related to program rules and guidelines. This includes qualifying energy conservation measures, simple payback requirements, equipment life assumptions per technology, renewable and resiliency integrations, O&M and hard cost savings, Retro commissioning and other program qualification requirements. Rules vary during each 6-month funding cycle. Maximum loan value per application have ranged from 6-8 Million dollars. A qualifying entity has been allowed between 1-3 concurrent loans per funding period. Program rules vary depending on funding availability during each funding cycle.

Jacobs developed a comprehensive tracking tool to continually monitor each project and its accompanying financials, energy/emissions savings, qualitative metrics, and project status. LoanSTAR Metrics Tracker was first developed 20 years ago and is routinely updated and improved.

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

Jacobs and Bonton Associates perform professional services for a variety of governmental and private sector clients - from the security sensitive Department of Defense agencies to pharmaceutical companies

with highly competitive information - who depend on us to protect their information with the utmost discretion.

Jacobs incorporates an amalgam of policies, procedures, and technical controls to protect confidentiality and intellectual property. Our policies and procedures are living documents that include standardized operating procedures, work instructions, technical guides, as well as other related standards. In addition to our internal processes, we incorporate program-based controls that incorporate client and industry best practices to meet specific program requirements.

A foundational element of our program is the annual employee reaffirmation of our Company Code of Conduct which incorporates our entire policy and procedure manual which includes our Code of Conduct, Protection of Confidential Material, Employee Invention and Confidentiality Agreement, Media Interaction & Press Releases, Records Retention, Project Related Records, Global Anti-Corruption Policy for Private Sector Suppliers, Procedure for the Due Diligence Process for Suppliers, Background Screening of Employees, Employee Conduct and Work Rules, Global Security, Global Guidance for Use of Social Media, as well as a comprehensive list of corporate best practices.

Contractors are also bound by the Company's Supplier Code of Conduct. Requirements for confidentiality or non-disclosure agreements reflecting the organization's needs for the protection of information are fully identified, regularly reviewed and documented. Client-specific confidentiality and/or non-disclosure agreements are managed/tracked by the assigned Project Manager and coordinated internally with the appropriate parties (e.g., Legal, Compliance, Leadership, IT Management, etc.). Confidentiality agreements are signed before proprietary and/or confidential information is disclosed to business associates. Business associate contracts, or agreements, are in place and contain appropriate risk coverage to address client-based requirements. Business associates are aware of customer security policies and what is required as appropriate. Business associate agreements document the agreed transfer/destruction of client data when the relationship terminates.

7. The ability to hire/vet implementation contractors to ensure the highest quality of vendors are being utilized.

While both Jacobs and Bonton Associates collectively have ongoing relationships with numerous subconsultants and vendors throughout the state, we offer the opportunity to select new providers when resource needs, technical specialties, geographic knowledge, or overall project support needs dictate. We maintain a database of subconsultants and implementation contractors and keep detailed notes of their past performances for future reference. We are accustomed to selecting subconsultants and implementation contractors to meet our client's needs – our knowledge of the energy market in Louisiana combined with a thorough selection process offers you an additional point of verification. Our vetting process may include:

- Proven past performance with Louisiana Public Service Commission and/or Jacobs and Bonton Associates, especially local to the project
- Demonstrated adherence to quality, safety, cost, and schedule parameters
- Local proximity to the project and key knowledge of local codes and permitting procedures
- Specialized technical expertise
- Similar project experience that successfully supports LPSC requirements
- Industry standing and recognition
- Rigorous reference checks, licensure verification, quality review of their work, and other vetting processes

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.

Bonton Associates' team members who work on energy efficiency programs have developed a standardized eligibility review process and research-backed evaluation metrics that aid the team in dealing ethically, transparently, and quickly with implementing contractors.

In addition, Bonton has team members who work in Program Controls that regularly support or lead the financial administration of energy and water infrastructure programs. The team includes personnel from a variety of disciplines, including engineering, accounting, legal, and administrative to handle the financial management and document administration of a program. This includes the development of centralized systems and uniform standards for contracts, task orders, purchase orders, the process for obtaining progress and/or draw payments, the construction inspections to validate progress and/or draw applications, the use of incentive payments and then, at the Program level, financial management in real-time, paired with regularly cadenced financial reporting.

Bonton is also familiar with the regulatory environment of the ratepayer in the energy sector, the available budget and resources allocated to the current Quick Start Program for both public utilities and public entities, and the current Commission's long-term ambition for the Phase II Program.

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.

We have worked with the North Central Texas Council of Governments to provide renewable energy and demand side presentations to raise awareness of program resources. We create marketing flyers to be distributed via email and other State-level channels. We put together a report detailing the "Justice 40 Initiative" and how it relates to the work we've done through the SECO programs. We provided a comprehensive demographic breakdown for each project location and categorized SECOs impact to "Underserved" communities across the state. We provided a comprehensive report with census tract-level granularity for each location.

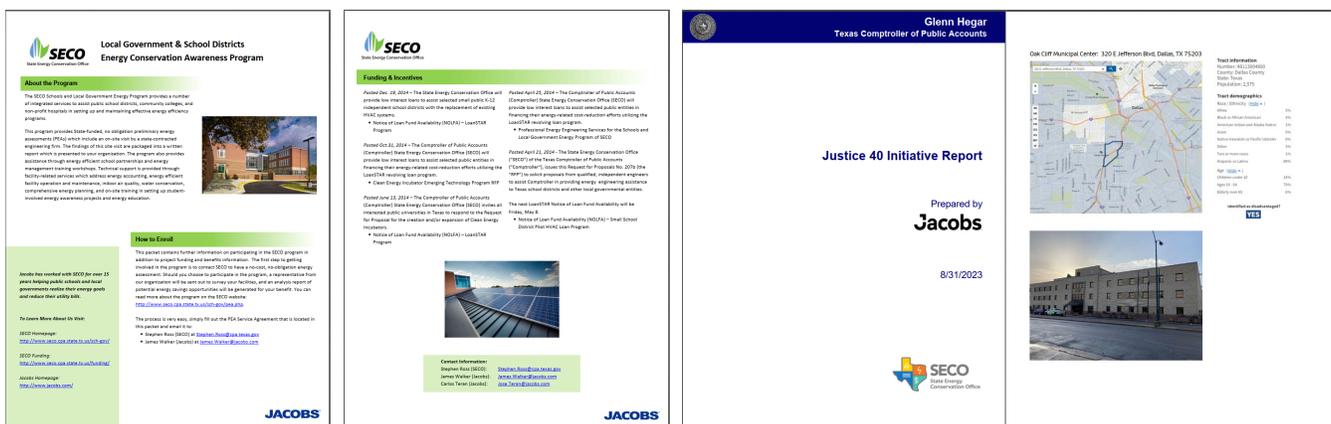


Figure 3: Brand and marketing communication samples

Recent Client Outreach	Zip Code	County	Census Tract	Percent Black or African American alone	Percent American Indian / Alaska Native	Percent Asian	Percent Native Hawaiian or Pacific	Percent two or more races	Percent White	Percent Hispanic or Latino	Percent other races	Percent age 10 to under 10	Percent age 10 to 64	Percent age over 64	Identified as disadvantaged	Total population	Adjusted percent of individuals below 200% Federal Poverty Line	Is low income?
Frankston ISD	75763	Anderson	48001950100	5.0%	0.0%	0.0%	0.0%	2.0%	78.0%	12.0%	1.0%	12.0%	65.0%	21.0%	FALSE	4,844	29.0%	FALSE
City of Frankston	75763		48001950401	39.0%	0.0%	0.0%	0.0%	0.0%	34.0%	25.0%	0.0%	1.0%	96.0%	1.0%	FALSE	4,838	17.0%	FALSE
			48001950402	40.0%	0.0%	0.0%	0.0%	0.0%	35.0%	23.0%	0.0%	0.0%	96.0%	2.0%	FALSE	7,511	19.0%	FALSE
			48001950500	22.0%	0.0%	0.0%	0.0%	3.0%	36.0%	38.0%	6.0%	15.0%	69.0%	14.0%	TRUE	4,465	53.0%	TRUE
			48001950600	30.0%	0.0%	0.0%	0.0%	1.0%	65.0%	3.0%	0.0%	9.0%	76.0%	14.0%	TRUE	5,148	55.0%	TRUE
			48001950700	38.0%	0.0%	0.0%	0.0%	1.0%	25.0%	34.0%	12.0%	14.0%	72.0%	13.0%	TRUE	2,783	65.0%	TRUE
			48001950800	25.0%	0.0%	4.0%	0.0%	2.0%	50.0%	15.0%	8.0%	19.0%	67.0%	12.0%	TRUE	5,505	32.0%	TRUE
			48001950901	10.0%	1.0%	0.0%	0.0%	1.0%	71.0%	15.0%	3.0%	13.0%	69.0%	17.0%	TRUE	6,501	47.0%	TRUE
			48001950902	13.0%	0.0%	0.0%	0.0%	1.0%	72.0%	11.0%	0.0%	11.0%	68.0%	19.0%	TRUE	4,501	38.0%	TRUE
			48001951000	3.0%	1.0%	0.0%	0.0%	0.0%	83.0%	12.0%	6.0%	11.0%	68.0%	19.0%	TRUE	7,276	28.0%	FALSE
			48001951100	7.0%	0.0%	0.0%	0.0%	3.0%	75.0%	12.0%	0.0%	11.0%	65.0%	22.0%	FALSE	4,438	21.0%	FALSE
City of Andrews	79714	Andrews	48003950100	0.0%	0.0%	0.0%	0.0%	0.0%	49.0%	49.0%	1.0%	17.0%	71.0%	10.0%	FALSE	2,305	20.0%	FALSE
			48003950200	1.0%	0.0%	0.0%	0.0%	4.0%	41.0%	53.0%	10.0%	15.0%	73.0%	11.0%	FALSE	7,465	16.0%	FALSE
			48003950300	0.0%	0.0%	0.0%	0.0%	5.0%	24.0%	69.0%	1.0%	23.0%	68.0%	7.0%	TRUE	4,889	34.0%	TRUE
			48003950400	0.0%	0.0%	0.0%	0.0%	0.0%	52.0%	47.0%	4.0%	13.0%	76.0%	10.0%	FALSE	3,377	20.0%	FALSE
Central ISD	75969	Angelina	48005000101	6.0%	0.0%	0.0%	0.0%	0.0%	82.0%	10.0%	0.0%	12.0%	72.0%	14.0%	FALSE	6,346	31.0%	TRUE
			48005000102	3.0%	0.0%	1.0%	0.0%	0.0%	85.0%	8.0%	0.0%	18.0%	70.0%	11.0%	FALSE	4,761	25.0%	FALSE
			48005000200	7.0%	2.0%	0.0%	0.0%	1.0%	64.0%	26.0%	1.0%	10.0%	75.0%	14.0%	TRUE	6,677	40.0%	TRUE
			48005000301	17.0%	1.0%	0.0%	0.0%	1.0%	66.0%	14.0%	0.0%	14.0%	70.0%	15.0%	FALSE	5,288	21.0%	FALSE
			48005000302	13.0%	0.0%	0.0%	0.0%	0.0%	66.0%	19.0%	1.0%	18.0%	63.0%	17.0%	FALSE	5,218	39.0%	TRUE
			48005000400	18.0%	0.0%	0.0%	0.0%	0.0%	48.0%	31.0%	0.0%	6.0%	74.0%	18.0%	TRUE	4,938	42.0%	TRUE
			48005000500	65.0%	0.0%	0.0%	0.0%	2.0%	14.0%	17.0%	0.0%	15.0%	70.0%	14.0%	TRUE	3,973	59.0%	TRUE
			48005000600	27.0%	0.0%	2.0%	0.0%	0.0%	19.0%	50.0%	3.0%	16.0%	71.0%	12.0%	TRUE	6,674	51.0%	TRUE
			48005000700	22.0%	0.0%	0.0%	0.0%	4.0%	19.0%	53.0%	6.0%	20.0%	71.0%	7.0%	TRUE	3,834	68.0%	TRUE
			48005000800	8.0%	3.0%	0.0%	0.0%	1.0%	66.0%	22.0%	2.0%	14.0%	67.0%	17.0%	FALSE	5,933	21.0%	FALSE
			48005000901	19.0%	0.0%	3.0%	0.0%	4.0%	53.0%	18.0%	1.0%	13.0%	67.0%	18.0%	FALSE	6,377	24.0%	FALSE
			48005000902	13.0%	0.0%	9.0%	0.0%	2.0%	60.0%	16.0%	0.0%	7.0%	74.0%	17.0%	FALSE	3,704	7.0%	FALSE
			48005001001	17.0%	0.0%	0.0%	0.0%	1.0%	37.0%	44.0%	13.0%	11.0%	71.0%	17.0%	TRUE	4,886	44.0%	TRUE
			48005001002	13.0%	0.0%	0.0%	0.0%	2.0%	56.0%	27.0%	1.0%	18.0%	63.0%	17.0%	TRUE	4,031	38.0%	TRUE
			48005001100	2.0%	0.0%	1.0%	0.0%	0.0%	90.0%	5.0%	0.0%	12.0%	70.0%	17.0%	FALSE	6,716	22.0%	FALSE
			48005001200	1.0%	0.0%	0.0%	0.0%	3.0%	94.0%	0.0%	0.0%	10.0%	68.0%	20.0%	TRUE	2,400	43.0%	TRUE
			48005001300	1.0%	0.0%	0.0%	0.0%	1.0%	92.0%	3.0%	0.0%	17.0%	65.0%	16.0%	TRUE	5,566	49.0%	TRUE
Holiday ISD	76366	Archer	48009020100	0.0%	0.0%	0.0%	0.0%	1.0%	94.0%	2.0%	0.0%	9.0%	70.0%	19.0%	FALSE	2,939	7.0%	FALSE
Holiday ISD	76366		48009020200	0.0%	1.0%	0.0%	0.0%	3.0%	92.0%	2.0%	0.0%	9.0%	69.0%	21.0%	FALSE	2,323	24.0%	FALSE
City of Archer City	76351		48009020300	2.0%	1.0%	0.0%	0.0%	0.0%	79.0%	17.0%	1.0%	13.0%	68.0%	18.0%	TRUE	3,454	36.0%	TRUE

10. Experience in drafting, or assisting in the drafting, of a Technical Reference manual, or similar document.

Jacobs has been a main contributor to the SECO Volume 1 and Volume 2 Guidelines for LoanSTAR program. Jacobs provides routine edits to both the Program Guidelines and the "Quick Calcs" pre-approved calculator tools which are available to the program participants and their technical advisors. Jacobs created and maintained a detailed database for each LoanSTAR loan and energy audit performed under the LoanSTAR and Local Governments program.

11. Experience in producing Program Plans and Annual Reports.

We have extensive experience in working with our clients to create program plans and annual reports that effectively communicate the status and effectiveness of their programs. Working with LPSC, we would develop KPIs that provide a clear picture of the program components to drive clear communications to stakeholders. Key elements:

- We establish customizable dashboards to provide real-time data; as part of the dashboards, we incorporate cost analysis and assessment functions. These allow the team to see new trends, adapt quickly, and increase governance.
- We are always open to developing new KPIs to measure work performance and to improve on new processes. Below are some of the KPIs we use for the work we are currently performing.
 - Performance, predictive, and control metrics – using all three on the scope of work to assist the PMO decision-making processes.
 - Performing in-depth analysis to justify and provide reasoning on available metrics data.
 - Metrics for annual reporting.

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.

Our team meets this requirement. Jacobs and Bonton Associates maintain the following offices within Louisiana with qualified personnel who are highly knowledgeable in executing projects within the state and have legacy knowledge of energy programs.

Jacobs:

100 North St, Suite 901
Baton Rouge LA 70802

1555 Poydras Street, Suite 1625
New Orleans, LA 70112

909 Poydras Street Suites 1200 & 2190
New Orleans, LA 70112

Bonton Associates:

232 Third Street, Suite 100
Baton Rouge, LA 70801

401 Edwards Street, Suite 200
Shreveport, LA 71101

13. Experience facilitating smooth transitions of utility-led EE programs to third-party administered ones.

Jacobs has a notable track record in facilitating the transition of utility-led energy efficiency (EE) programs to third-party administration. Our approach typically involves:

1. **Strategic Planning:** Assessing the current state of utility-led EE programs and identifying opportunities for improvement or transition.
2. **Advanced Technology Systems:** Implementing innovative solutions to enhance the efficiency and effectiveness of EE programs.
3. **Program Support Capabilities:** Providing the necessary support to ensure a smooth transition, including talent, tools, and processes.
4. **Stakeholder Engagement:** Working closely with all stakeholders to manage the change process and align objectives.
5. **Sustainability Focus:** Ensuring the transition supports broader sustainability goals, such as reducing emissions and promoting renewable energy sources.

Jacobs' extensive experience in this area has been recognized for their role in supporting utilities through these complex transitions. Our work includes the technical aspects and the organizational and regulatory considerations necessary to facilitate a successful shift to third-party administered EE programs.

Additional Information

Conflict of Interest

No known conflicts of interest including current or past employment with regulated utilities, affiliates of regulated utilities, consumer advocacy groups or any other party that comes before the Commission.