

Consolidated Edison Company of New York, Inc.

Request for Information

Energy Solutions for Low- and Moderate-Income Customers

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Table of Contents

- 1. Overview 4**
 - 1.1. Important statement regarding confidentiality4**
 - 1.2. Background on Con Edison5**
 - 1.3. RFI Objectives5**
 - 1.4. General guidelines.....6**
 - 1.5. RFI schedule.....7**

- 2. Background and Objectives 9**
 - 2.1. Context for the LMI Demonstration9**
 - 2.2. Goals and objectives9**
 - 2.3. LMI definition and eligibility criteria10**
 - 2.4. Available funding11**
 - 2.5. Hypothesis being tested11**
 - 2.6. Response and demonstration evaluation criteria11**
 - 2.7. Earnings Adjustment Mechanisms (EAMs) and Incentives.....12**
 - 2.8. Key Relationships.....14**
 - 2.8.1. New York City Housing Authority (NYCHA)14

- 3. Demonstration Proposal16**
 - 3.1. Executive Summary.....16**
 - 3.2. Cost16**
 - 3.3. Sources of Funding16**
 - 3.4. Proposed energy solutions16**
 - 3.4.1. Energy Efficiency.....17
 - 3.4.2. Distributed Energy Resources18
 - 3.4.3. Financing and Billing Innovations21
 - 3.4.4. Education & Outreach22
 - 3.4.5. Other.....24
 - 3.5. Customer Experience.....25**
 - 3.5.1. Customer Definition26
 - 3.5.2. Communications & Outreach Strategy.....26
 - 3.5.3. Ongoing Customer Service Strategy26
 - 3.6. Project Management.....26**
 - 3.6.1. Demonstration Plan.....26
 - 3.6.2. Evaluation Metrics.....26
 - 3.6.3. Data Collection26
 - 3.6.4. Timelines, Milestones.....27

3.6.5.	Key risks	27
3.6.6.	Con Edison Resources and Capabilities	27
3.6.7.	Demonstration Site.....	27
3.7.	Team	27
3.7.1.	LMI Experience	28
3.7.2.	Diversity.....	28
3.7.3.	History of Partnerships	29
3.7.4.	Ethics & Compliance	29
3.7.5.	Commitment to New York.....	29
3.7.6.	References	29
3.8.	Privacy & Cybersecurity.....	29
4.	Instructions to Respondent	30
4.1.	Response and Submittal Instructions	30
4.2.	Response Format	30
4.2.1.	Cover Letter	31
4.2.2.	Table of Contents	31
4.2.3.	Demonstration Proposal.....	31
4.2.4.	Team	31
4.2.5.	Supplemental Information	31
5.	Appendices	32
5.1.	Con Edison Programs.....	32
5.1.1.	LMI-Focused Programs	32
5.1.2.	Smart Meters.....	33
5.2.	Con Edison REV Demonstration Projects	33
5.2.1.	Connected Homes	34
5.2.2.	Building Efficiency Marketplace	34
5.2.3.	Clean Virtual Power Plant.....	34
5.3.	NYSPSC Materials.....	35
5.3.1.	Reforming the Energy Vision (REV)	35
5.3.2.	Utility DER ownership.....	37
5.3.3.	Clean Energy Fund – LMI Working Group Recommendations	37
5.3.4.	Low-Income Order.....	38
5.3.5.	Energy Service Company (ESCO) Moratorium.....	38
5.3.6.	Con Edison Position on Power Purchase Agreements (PPAs)	39
5.4.	Response and Demonstration Detailed Evaluation Criteria	39
5.4.1.	Access	39
5.4.2.	Affordability.....	40
5.4.3.	Sustainability	41
5.4.4.	Engagement.....	42
5.4.5.	Team	42

1. Overview

Consolidated Edison Company of New York, Inc. (“Con Edison” or the “company”) is requesting information from qualified parties (herein referred to as “respondents”) to work with Con Edison to design, plan and implement one or more demonstration projects (each a “demonstration”) that will test innovative approaches to helping low- and moderate-income Con Edison customers. Con Edison has three overarching goals for the demonstration, which can be categorized as: *Access*, *Affordability*, and *Impact*.

- **Access:** Help LMI customers access clean energy and new tools and services
- **Affordability:** Help LMI customers manage energy use, control costs, and reduce “energy burden”
- **Impact:** Achieve energy savings, greenhouse gas reductions, system improvements, and local benefits

For purposes of this Request for Information (the “RFI”) a “low-income customer” means a Con Edison customer whose total household income is less than 60% of the State Median Income (SMI) for similarly-sized households, and a “moderate-income customer” means a Con Edison customer whose total household income is less than 80% of the Area Median Income (AMI) for similarly-sized households. Low-income customers and moderate-income customers are sometimes collectively referred to in this RFI as “LMI customers.” See section 2.3 for more details.

Any demonstrations responsive to this RFI that are implemented would be part of a larger statewide initiative, known as Reforming the Energy Vision (“REV”). Under REV, Con Edison is conducting a series of demonstration projects to find new ways to serve its customers with a cleaner and more resilient energy system. For more information about REV and the various demonstration projects that Con Edison has already begun implementing, please see section 5.2 and also www.coned.com/energyfuture.

Respondents to this RFI may propose demonstration projects that take different forms and approaches, including energy efficiency measures, distributed energy resources, financing and billing innovations, education and outreach, and other programs. Respondents are encouraged to form partnerships that result in responses that span the entire project cycle — including customer acquisition, outreach and education, product and service delivery, measurement and verification, and project administration and oversight. Each proposal will be evaluated according to the solution’s potential benefits for LMI customers, feasibility, cost effectiveness, and track record of the respondent. Please see sections 2.6 and 5.4 for our full evaluation criteria.

Con Edison will allocate \$25 million to the LMI demonstration. It is likely that the \$25M budget will be used to fund more than one demonstration project proposed in response to this solicitation. There is no minimum dollar amount for a project. Demonstrations will last for no more than three years.

1.1. Important statement regarding confidentiality

Con Edison recognizes that a respondent may wish to include information in its response to this RFI that the respondent considers proprietary, a trade secret, or confidential to the respondent. If, in any response or information (initial or supplemental) that you provide to Con Edison in connection with this RFI, you include information that you consider proprietary, a trade secret or confidential, please identify such information by clearly marking both the top and bottom of each page that contains such information as “CONFIDENTIAL.” Con

Edison will deem any such designated information as submitted to it and its designees, including, any third party advisors retained by Con Edison to assist it with the RFI evaluation process, with the express understanding that, subject to any legally mandated disclosure requirements, such designated information will be held in confidence and will not be disclosed or used for any purpose other than the review and evaluation of the applicable respondent's response to this RFI or any resulting proposal from the respondent or the finalization and implementation of any resulting contract between Con Edison and the respondent.

1.2. Background on Con Edison

Consolidated Edison Inc., the parent company of Con Edison, is one of the nation's largest investor-owned energy companies, with approximately \$13 billion in annual revenues and \$47 billion in assets. The company provides a wide range of energy-related products and services to its customers through the following subsidiaries: Consolidated Edison Company of New York, Inc., a regulated utility providing electric, gas, and steam service in New York City and Westchester County, New York; Orange and Rockland Utilities, Inc. (O&R), a regulated utility serving customers in an approximately 1,300-square-mile-area in southeastern New York state and northern New Jersey; Consolidated Edison Solutions, Inc., a retail energy services company; Consolidated Edison Energy, Inc., a wholesale energy services company; Consolidated Edison Development, Inc., a company that develops, owns and operates renewable and energy infrastructure projects; and Con Edison Transmission, Inc., which invests in electric and natural gas transmission projects. This RFI is led by Con Edison only and does not involve O&R or the unregulated businesses of Consolidated Edison, Inc.

1.3. RFI Objectives

The RFI solicits information from respondents with the expectation that at least one of the responses will lead to a demonstration project filing with the NYSPSC as part of the REV initiative. This RFI is a means by which Con Edison is complying with both the letter and spirit of REV initiatives (see section 5 for further detail). However, in addition to regulatory compliance, Con Edison has objectives for this RFI process that go beyond simply producing a demonstration project.

Specifically, Con Edison seeks to use the RFI process to increase transparency and efficiency of the process for developing REV demonstration projects, broaden the potential solution set (particularly to those who lack a direct connection with those involved in the REV processes), and to yield actionable projects that align with the interests of all of our customers and shareholders. For these same reasons, Con Edison plans to release an RFI in the next few months on the topic of electrification of transportation. Con Edison may continue to utilize the RFI process for other topics in the future. To that end, respondents or others are encouraged to send feedback on our RFI process to: REVDemos@coned.com

All submissions made in response to this RFI will be evaluated by a committee (the "Evaluation Committee") consisting of representatives of Con Edison and other committee members designated by Con Edison. Con Edison may seek third party subject-matter experts and advisors to serve on the Evaluation Committee and assist with the review and evaluation of the submissions received in response to this RFI. Con Edison plans to screen any third party members of the Evaluation Committee to determine if they have any conflicts of interest in assisting with an objective evaluation of the any of the respondents' submissions. The goal of the Evaluation Committee

will be to identify one or more Qualified Vendors who have presented ideas and concepts for a demonstration project related to serving Low-to-Moderate (LMI) income customers that, if implemented, would test the hypotheses outlined below and meet the other requirements set forth in this RFI.

1.4. General guidelines

By responding to this RFI, respondents are deemed to accept and agree to these general guidelines. By submitting a response to this RFI, the respondent acknowledges and accepts Con Edison's rights as set forth in this RFI, includes these general guidelines.

Con Edison reserves the right (a) to reject any respondent's submission, (b) to request clarifications or additional information from a respondent regarding its submission, (c) to revise and re-issue this RFI or to revise any requirements of this RFI, (d) to extend any deadlines applicable to this RFI, (e) to hold discussions with any respondent and to correct any deficient responses which do not conform fully with the instructions set forth in this RFI, and/or (f) to file and implement REV demonstration projects without initiating an RFI process and on topics other than the topic that is the subject of this RFI. Con Edison may exercise the foregoing rights at any time, without notice and without any liability to a respondent or any other party for expenses that the respondent or other party incurred in the preparation of responses to this RFI. All costs and expenses associated with the submission of any initial or supplemental response to this RFI will be borne solely by the applicable respondent.

Con Edison may ask any or all respondents to elaborate or clarify specific points or portions of their submissions. Clarification may take the form of written responses to questions or phone calls or in-person meetings for the purpose of discussing the RFI, the responses thereto, or any combination of the foregoing.

It is the sole responsibility of each respondent to ensure that all pertinent and required information is included in its submission to this RFI. Con Edison reserves the right to determine, in its sole discretion, whether a submission is incomplete or non-responsive. Con Edison also reserves the right, in its sole discretion, to reject or discontinue evaluation of any or all submissions to this RFI for any reason or for no reason.

Respondents should clearly state all assumptions they make about the meaning or accuracy of information contained in this RFI. If a respondent does not ask questions or clarify any assumptions, Con Edison will assume that the respondent agrees with and understands the requirements of this RFI. While Con Edison has endeavored to provide, and will endeavor to provide, accurate information to respondents, Con Edison makes no representations or warranties of accuracy.

In evaluating a respondent's submission, Con Edison may utilize any and all information available (including information not provided by the respondent).

The issuance of this RFI and the submission or a response by any person or entity does not obligate Con Edison to qualify the person or entity in any manner whatsoever. A legal obligation on the part of Con Edison to engage in any business transaction with a respondent will only arise if and when a formal written contract is entered into between or among Con Edison and such respondent.

If a business transaction between a respondent and Con Edison were to be entered into in connection with this RFI, there are a number of terms and conditions and special conditions that may be applicable to any such transaction, depending on the nature of the respondent’s response. Current examples of Con Edison’s disclosure form, standard terms and conditions and special conditions can be found using the following link: <https://apps.coned.com/supplychain/APL/tc.aspx?lnk=terms%20and%20conditions>. These forms and documents are subject to change, without notice, by Con Edison at any time after the date of this RFI.

Subject to Con Edison’s statement regarding confidentiality in Section 1.1, Con Edison reserves the right, in its sole discretion and without liability, to utilize any or all of the submissions, responses and materials received in connection with this RFI (including any late responses), in Con Edison’s planning efforts for REV demonstration projects and otherwise.

By responding to this RFI, respondents are deemed to agree to keep confidential all information that is directly or indirectly provided by Con Edison to a respondent in connection with this RFI, provided that the foregoing confidentiality obligation shall not apply to any information that Con Edison has previously made generally available to the public or information that must be disclosed pursuant to law.

1.5. RFI schedule

As part of this RFI, Con Edison is making available a suggested response template as a separate Microsoft Word document that respondents can use. While use of the template is encouraged, it is not required. Respondents are free to edit as necessary, particularly if a change or addition is necessary to explain a response. In addition to the submission itself, respondents are encouraged, but not required, to submit spreadsheet models or other types of attachments that provide additional details/evidence to support their proposal.

Responses and supporting attachments are to be submitted electronically via email to REVDemos@coned.com. Responses should be provided as .PDF documents with spreadsheets or models in .xlsx format. In preparing responses, respondents should note the following deadlines:

RFI Milestones	Completion Date*
Issue RFI	Monday, November 14 th , 2016
Last day to submit clarification questions	Friday, December 9 th , 2016 by 5:00PM EDT
Con Edison publishes responses to questions	Friday, January 13 th , 2017
Response submission deadline	Friday, February 3 rd , 2017 by 5:00 PM EDT

*Con Edison reserves the right to change any of the above dates.

Con Edison is aware that a failure to notify respondents of the status of their responses can be a source of frustration. To address that issue, Con Edison will endeavor to provide every complete submission with a formal response. The timing will depend on the number of responses received, but Con Edison will strive to provide feedback as soon as possible.

Con Edison anticipates pursuing multiple responses for the next stage of consideration. For those responses in which Con Edison has an interest, Con Edison will provide the respondents with details on next steps and timelines when Con Edison notifies the respondent(s) of its interest.

2. Background and Objectives

2.1. Context for the LMI Demonstration

New York State is experiencing a period of unprecedented change in its energy system. The marketplace for new energy technologies is growing rapidly in response to declining costs and improving technology. The Public Service Commission’s Reforming the Energy Vision (REV) initiative, as well as ambitious greenhouse gas reduction goals and energy efficiency targets at the federal, state and local level, have provided further momentum. Con Edison is actively participating in this transformation through its Energy Future initiatives, including the roll out of smart meters throughout its entire service territory beginning in the fall of 2017.

Despite the increasing availability and cost-effectiveness of clean and efficient energy solutions, low- and moderate-income customers are not well served by the marketplace. LMI customers face a number of obstacles that have discouraged participation, including insufficient access to capital, challenging credit histories, limited control over decisions that impact energy use, gaps in information and awareness, and basic affordability challenges. As a result, these customers have not had the same opportunity to benefit from energy innovation as more affluent customers.

Low- and moderate-income customers also pay a disproportionate amount of their income towards utility bills as compared to more affluent customers. This is an area of increasing focus for the Public Service Commission, which recently set a target to reduce “energy burden”—or the percentage of income that is allocated to energy costs—among low-income households in New York State. At the same time, as increasing numbers of more affluent customers generate their own energy and benefit from net-metering incentives, LMI customers may be forced to bear a greater portion of the costs of maintaining a reliable energy system, which benefits all New Yorkers. Therefore, it is especially important that LMI customers have the tools they need to manage their energy expenses.

Con Edison believes the LMI customer segment also has unmet potential for achieving environmental and system benefits. Given the large size of the LMI customer segment — over 1.5 million households — expanding access to new energy solutions could yield significant reductions in greenhouse gas emissions and improvements to the reliability and resiliency of the electric grid, while providing local environmental and community benefits.

2.2. Goals and objectives

Based on the context above, Con Edison has three overarching goals for the LMI demonstration, which can be categorized as: *Access, Affordability, and Impact*.

- **Access:** Help LMI customers access clean energy and new tools and services
- **Affordability:** Help LMI customers manage energy use, control costs, and reduce “energy burden”
- **Impact:** Achieve energy savings, greenhouse gas reductions, system improvements, and local co-benefits

Demonstration projects proposed under this RFI could take many forms such as energy efficiency measures, providing distributed energy resources, new billing and financing measures, energy-related education and

outreach efforts, and other programs. Proposals will be judged according to their potential impact, feasibility, and cost-effectiveness, as well as respondents’ experience and track records in energy innovation and working with low- and moderate-income communities to deliver results. Please see sections 2.6 and 5.4 for evaluation criteria.

The RFI will lead to the selection of one or more demonstrations.

2.3. LMI definition and eligibility criteria

For the purposes of this demonstration project, Con Edison will utilize New York State’s criteria for defining “low-income” and “moderate-income” utility customers. According to the New York State Energy Research and Development Authority (NYSERDA), a “low-income customer” must have a total household income of less than 60% of the State Median Income (SMI) for similarly-sized households. This is the same standard that is used to determine eligibility for the Home Energy Assistance Program (HEAP). A “moderate-income customer” must have a total household income of less than 80% of the Area Median Income (AMI) for similarly-sized households.

See below for the maximum annual income levels for low-income and moderate-income customers in the Con Edison service territory in 2015-2016, organized by the size of the household (e.g. number of residents).

Income Category	Maximum Annual Income by Household Size (2016)					
	1	2	3	4	5	6
Low-Income <60% of State Median Income ¹	\$26,928	\$35,220	\$43,500	\$51,792	\$60,072	\$68,364
Moderate-Income <80% of Area Median Income ²	\$50,750	\$58,000	\$65,250	\$72,500	\$78,300	\$84,100

1. Source: New York State Office of Temporary and Disability Assistance. Home Energy Assistance Program (HEAP) Income Guidelines, 2015-2016. <http://otda.ny.gov/programs/heap/#income-limits>.
 2. Source: US Department of Housing and Urban Development. “New York, NY HUD Metro Fair Market Rent Area Median Income,” 2015-2016. <https://www.huduser.gov/portal/datasets/il/il2016/2016summary.odn>

Con Edison does not collect income data on any of its customers. Instead, the company relies on New York City’s Human Resources Administration (HRA) and New York State’s Office of Temporary and Disability Assistance (OTDA) and the Department of Homes and Community Renewal (HCR) to provide lists of customers who are eligible for its low-income discount program. See Section 5.1.1.1 for more details.

For the LMI demonstration, Con Edison will accept several methods of determining customer eligibility. These include, but are not limited to:

- **Census data:** The best source of income data at the neighborhood level is the US Census.
- **Income verification by qualified third-party:** Many affordable housing or social service providers, including some government agencies, verify their clients’ income levels to ensure eligibility. Verification of

low-income or moderate-income eligibility by a qualified third-party will be accepted, subject to Con Edison approval of verification method.

- **Customer self-reporting to partners:** Respondents can also propose projects in which customers verify their income, using established verification methods, directly to the third-party partner. Con Edison is not interested in receiving customer income information directly but would be willing to accept self-reported customer income verified by a third party to determine eligibility.

Please note that Con Edison does not have any interest in obtaining customer's income data for this demonstration project or for any future initiatives.

2.4. Available funding

Con Edison will allocate up to \$25 million to the LMI demonstration. It is likely that the \$25M budget will be used to fund more than one demonstration project proposed through this solicitation. Therefore, Con Edison will look kindly on cost effective responses and third-party funding matches. The available funding can be used in part to cover project development and administration costs, but it is expected that the majority of the funding will support demonstration project activities that directly benefit LMI customers. As detailed in sections 3.2 and 3.3, respondents should indicate the amount of Con Edison funding that is being requested as well as any third-party funding matches. There is no minimum dollar amount or size for a demonstration proposal.

2.5. Hypothesis being tested

A demonstration project, in some ways, is similar to an experiment. Experiments are designed to test a hypothesis. Con Edison believes LMI customers are not well served by the current energy marketplace. Therefore, the key, central hypothesis that Con Edison is trying to test in this demonstration project is as follows:

By partnering with 3rd parties to provide LMI customers new products and services – and provide new ways of delivering existing products and services – Con Edison can address access and affordability challenges for LMI customers while also achieving its own objectives in customer service and operational excellence.

All respondents should seek to design their demonstration project to prove or disprove this hypothesis. Con Edison is intentionally not mandating or encouraging a particular approach to test the hypothesis above. Rather, the company encourages respondents to provide creative approaches, particularly ones we have not imagined. The detailed nature of this RFI intends to guide respondents to design a demonstration project that addresses this hypothesis.

2.6. Response and demonstration evaluation criteria

Con Edison has worked with stakeholders to develop an extensive set of metrics against which we will evaluate both responses to this solicitation and, ultimately, demonstration project success. Due to the breadth of solutions solicited, responses will be measured only against relevant criteria (i.e., not necessarily every criteria below). Similarly, Con Edison has no hard and fast “weighting” of evaluation criteria as the company expects responses to emphasize certain criteria over others. Each respondent should consider carefully and describe which of the criteria it will address.

In addition to the specific evaluation criteria a respondent selects, Con Edison is also interested in the realism and feasibility of the approach proposed to address these criteria. The company will assess feasibility throughout the response, but will pay particular attention to sections 3.6 and 3.7 to evaluate feasibility. Respondents are not expected to address every category of metrics with their response.

See below for Con Edison’s evaluation criteria, and details can be found in the appendix in section 5.4.

Evaluation Metrics				
Access	Affordability	Sustainability	Engagement	Team
Clean energy access #, % of customers gaining access	Cost reductions % reduction in average LMI customer's costs	Energy savings MWH and MW reductions	Customer participation # of customers # of buildings	Track record Demonstrated record of success and impact
Energy solutions uptake #, % of customers who are delivered solutions	Energy burden % reduction in energy burden for LI customers	Clean Energy Generation MW / % increase in capacity	Customer satisfaction Net promoter score before and after	Diversity MWBE businesses and employee diversity
Acquisition Costs \$ to identify, reach and convert customers	Cost stability % reduction in monthly cost deviation	GHG reductions Total and per customer GHG reductions	Ongoing engagement % of customers who stay engaged after demo	Delivery capabilities Qualitative criteria
Program efficiency Cost-effectiveness, speed to ribbon cutting	Account management %, \$ Reduced arrears, penalties and write-offs	Health and well being Improved indoor air quality and comfort	Energy literacy % of customers who increase knowledge	Project management Qualitative criteria
Scalability % of applicable customer base	Cost of service \$ Reduction to serve targeted customers	Third-party investment third-party capital \$	Workforce development # of local jobs created and trained individuals	Partnership History Demonstrated record of successful partnerships
Feasibility²				

2.7. Earnings Adjustment Mechanisms (EAMs) and Incentives

Con Edison is subject to certain financial incentives which could be relevant to respondents and to aligning interests of key stakeholders. The REV proceeding provides utilities the opportunity to improve their earnings in return for facilitating New York State policy outcomes. Con Edison anticipates having three such outcome-oriented Earnings Adjustment Mechanisms (“EAMs”) for 2017 – 2019, which are still being finalized at the time of this writing and are subject to rate case approval:

- **Energy Intensity:** This EAM refers to various Service Classifications, or “SC”, which classifies the rates and tariffs Con Edison customers are subject to. SC 1 is for residential and religious institutions, SC 2 for other small customers, SC 8 are master-metered multifamily, SC 9 are large customers, and SC 12 is large master-metered multifamily units where space heating is provided by electricity. This EAM seeks to reduce energy consumption in Con Edison’s service territory on a per unit basis, defined as: (i) annual SC 1 sales per customer (ii) annual SC 2 and 9 sales per private sector employee. In 2017, Con Edison will explore including New York Power Authority (NYPA), and SC 8 & 12 in future rate year intensity metrics. Demonstrations that reduce energy consumption through energy efficiency or clean behind-the-meter generation will help Con Edison achieve this EAM.
- **DER utilization:** Reduce customers’ reliance on grid-supplied electricity, and increase beneficial uses of electricity. Demonstrations that drive LMI clean on-site generation or beneficial technologies such as heat pumps will help Con Edison achieve this EAM.
- **Customer load factor:** Improve Con Edison customers’ load factor, calculated as (average demand)/(peak demand). Demonstrations that help low load factor LMI customers with comparatively high usage reduce peak consumption and/or increase beneficial uses of electricity during off-peak periods may help Con Edison achieve this EAM.

In addition, Con Edison is subject to other EAMs, which are also both subject to rate case approval:

- **Customer awareness of AMI:** Improve Con Edison customers’ awareness of AMI technology, features, and benefits as measured by surveys conducted before and after AMI deployment in each region. Customer and stakeholder engagement strategies outlined in Con Edison’s AMI Customer Engagement Plan (filed with the PSC on July 29, 2016) will help Con Edison achieve this EAM.
- **Distributed Generation (“DG”) Interconnection:** Improve the interconnection process for DG greater than 50 kW. Con Edison will be measured on timeliness, customer satisfaction, and causes of failed applications. Demonstrations that include behind-the-meter generation will help Con Edison achieve this EAM.

Con Edison’s incentive if it reaches the targets for these EAMs would be roughly \$7.4M, \$16.7M, and \$27.8M in 2017, 2018, and 2019 respectively. The precise definition, calculation methodology, and targets of each metric are currently under collaborative development with NYC government, environmental groups, and other stakeholders as part of Con Edison’s rate case joint proposal. All EAMs developed via this collaborative will require PSC approval.

In addition, the rate case joint proposal includes a positive incentive for Con Edison to achieve certain targets for both residential service terminations and residential bad debt write-offs. While these targets are not specific to the LMI customer segment, LMI customers may benefit from Con Edison’s exploration of new ways to reduce both terminations and bad debt write-offs. As with the EAMs described above, the proposed incentive for residential terminations and bad debt write-offs is subject to PSC approval as part of the company’s current rate proceeding.

2.8. Key Relationships

2.8.1. New York City Housing Authority (NYCHA)

Con Edison is coordinating with the New York City Housing Authority (NYCHA) as a key stakeholder on this solicitation. Below Con Edison has listed information and best practices for working with NYCHA's public housing and housing voucher (also known as Section 8) portfolios. Any collaboration with NYCHA by respondents is entirely optional and, if it occurs, should follow the guidelines below. These guidelines have been provided by NYCHA.

NYCHA is the largest rental housing provider in North America, serving 400,000 low- and moderate-income residents in its public housing portfolio of 178,000 permanently affordable apartments. NYCHA also manages the nation's largest housing voucher program, which provides a rent subsidy to more than 85,000 low-income households living in privately-owned buildings across the city. In 2016, NYCHA adopted the NextGeneration NYCHA Sustainability Agenda (<http://j.mp/green-nycha>), which outlines the Authority's 10-year commitments and priorities, incorporating sustainability into all aspects of the Authority's responsibilities.

2.8.1.1. NYCHA's Public Housing Portfolio

By 2025, NYCHA will reduce the energy intensity of its public housing portfolio by 20% and site 25 megawatts of clean and renewable generation capacity in NYCHA developments. NYCHA spends roughly \$180 million annually on electricity, and all but 79 of its 328 developments are master-metered for electricity. NYCHA invites respondents to consider siting certain parts of its portfolio on NYCHA property. NYCHA will consider providing letters of support to be included in respondents' proposals to the RFI. Respondents are advised to contact NYCHA early in the planning process. Please email vp.energy@nycha.nyc.gov for more information.

Data - All of NYCHA's energy consumption and utility cost data is available on the NYC Open Data portal <http://j.mp/nycha-open-data>.

Site inspections – Respondents may inspect NYCHA developments and building interiors after signing a license agreement and providing appropriate proof of insurance.

Priorities – Respondents may wish to consider the following opportunities to include the RFI response:

- **Enhancements to NYCHA Weatherization Assistance Program (WAP):** NYCHA and NYS Homes and Community Renewal have partnered to make NYCHA's scattered-site developments available to the State's US Department of Energy-funded WAP program. Respondents may wish to consider partnering with a NYS WAP Subgrantee to propose enhancements to the standard WAP scope of work including submetering, solar PV, and/or cogeneration.
- **Residents who pay their own electricity:** Residents of about 10,600 apartments in 377 scattered NYCHA buildings pay their own electric bills. Respondents may wish to consider programs that would directly benefit these residents, such as electric load/consumption reduction technologies and/or community solar models.

2.8.1.1. NYCHA's Housing Voucher Portfolio

NYCHA works directly with owners of private buildings that rent units to households that participate in the housing voucher program. NYCHA has conducted outreach to building owners to identify their interest in partnering with an organization through this RFI. Energy needs include, but are not limited to, lighting and HVAC upgrades. Buildings range in size from about 60 units to 300 units. If respondents are interested in partnering with building owners who participate in the Housing Choice Voucher Program, please email owner.connect@nycha.nyc.gov for more information.

3. Demonstration Proposal

This section outlines the requirements for responses to the RFI. Con Edison has provided a separate Microsoft Word template that adheres to the format of topics addressed below. Respondents are encouraged, but not required, to use that template to populate their response, save as a PDF, and submit. Any additional information respondents would like to provide about the proposed demonstration can be included as separate attachments.

3.1. Executive Summary

Respondents should provide a brief summary of their proposal for a demonstration project focused on low- to moderate- income customers. This summary should include a brief description of the organizations proposing, any identified or participating customers and partners, a clear and concise explanation of the product/service to be demonstrated, a basic overview of how value will be distributed between key constituents, a description of how success or failure will be measured at the end of the demonstration project, and address any other topics necessary for a basic understanding of the proposal. Please note that Con Edison asks for these items in greater detail later in this RFI, so respondents should focus on providing a concise high-level summary here.

3.2. Cost

Con Edison is very interested in the cost effectiveness of this demonstration project. Therefore, respondents should provide an estimated budget for the proposed demonstration. This budget should include key cost categories, incurred by quarter, and should clearly identify any underlying assumptions. Con Edison encourages respondents to provide as much detail as possible to enable the company to make a judgment on the cost effectiveness of the demonstration proposed. Note that Con Edison encourages – but does not require – respondents to submit much of the detailed information in this section as an Excel file, included as an appendix to the response. That Excel file can be in a format of the respondents' choosing.

3.3. Sources of Funding

Please clearly identify the sources of funding for the proposed demonstration. Note that Con Edison is interested in utilizing other funding streams (i.e., City, State, Federal) to mitigate the overall demonstration cost. Please also note that third-party capital contribution is a principle of REV demonstration projects. Respondents are welcome to include this information as part of the spreadsheet described above that we encourage (but do not mandate).

3.4. Proposed energy solutions

The range of potential products and services that could address the objectives set forth in this RFI is broad and multifaceted. For that reason, Con Edison has divided the following section into five categories of solutions:

- Energy efficiency
- Distributed energy resources (or DER)
- Financial and billing innovations
- Energy-related education and outreach
- Other (a catch all category)

Respondents should answer only the sections that relate to the solutions they are proposing. Further instructions can be found in section 4. Respondents are encouraged to include data that supports assertions about the efficacy of the solution proposed as an attachment. If including such data, please explain its relevance.

3.4.1. Energy Efficiency

Con Edison has been at the forefront of offering energy efficiency and demand management programs for its customers. Energy efficiency provides a pathway for low- and moderate- income customers to reduce energy costs and lower their carbon footprint through energy efficiency measures and/or behavioral changes. Con Edison also seeks to use energy efficiency as a means to give customers more control and stability over their energy bills. Con Edison looks forward to solutions that serve our LMI customers, while also helping the company and its partners meet aggressive energy efficiency goals.

3.4.1.1. Problem to be solved

Please describe exactly what LMI-oriented problem or challenge the solution in question is designed to solve. Respondents should explain why the chosen solution is best suited to address this particular challenge, and how it relates to the hypothesis and objectives of the proposed demonstration. Please also list what general assumptions your solution is dependent upon, such as the existing conditions of the facility.

3.4.1.2. Technology or service characteristics

Please describe the performance characteristics of the product or technology or service proposed. Respondents are welcome to include supporting performance data or characteristics as a separate attachment. For each measure subcategory please provide a short description about the product or service, whether it is widely available commercially, its lifespan, maintenance needs and schedule, and costs. Please also describe the process by which each measure would get delivered to the customer (e.g., contractor model) including the cost responsibility. Lastly, please explain how the energy savings/performance would be calculated.

- **MEASURE 1 (TBD):** [Short product description, commercial availability, lifespan, maintenance needs and schedule, costs, describe delivery to customer including cost responsibility, describe how energy savings/performance calculated]
- **MEASURE 2 (TBD):** [Short product description, commercial availability, lifespan, maintenance needs and schedule, costs, describe delivery to customer including cost responsibility, describe how energy savings/performance calculated]

3.4.1.3. Customer benefits

When describing customer benefits, please relate them to the problem to be solved. Please also reference which of Con Edison's evaluation metrics, listed in sections 2.6 and 5.4, will be addressed by the proposed energy solution.

3.4.1.4. Utility benefits

When describing utility benefits, please relate them to the problem to be solved. Please also reference which of Con Edison's evaluation metrics, listed in sections 2.6 and 5.4, will be addressed by the proposed energy solution.

3.4.1.5. Post Demonstration Benefits

Respondents should provide a summary of the direct and residual benefits expected to accrue to all relevant parties (e.g., Con Edison, Con Edison's customers, vendors/3rd parties, etc.) that last beyond the term of the demonstration. Please clearly identify the assumptions necessary to result in the expected benefits and include the estimated lifetime of such benefits. As an example, discuss behavioral impacts, depreciation of the technology/product, Operation & Maintenance (O&M), and recommissioning costs.

3.4.1.6. Scalability

Respondents should explain why the products/services in question are scalable to a larger set of Con Edison's customers, and/or at more points in Con Edison's system, assuming a successful demonstration. Please identify the key parts of the demonstration that would be scalable as-is, and others that would need to change for different customers and/or locations. Respondents should be clear to explain if and how the financial structure proposed under this demonstration is scalable to scenarios where no subsidy in the form of demonstration project funding is available. You may also describe what obstacles need to be surmounted to achieve scalability such as the rollout of a parallel technology or government policy/legislative issues surrounding the low- and moderate-income customer marketplace.

3.4.1.7. Safety/Permitting

Respondents should address whether their proposed energy efficiency technology or product solution requires special environmental, health and safety procedures and any technical permitting approvals.

3.4.1.8. Measurement & Verification to date

Please provide measurement and verification information to support the claims made in the section above. Any methodologies or data parameters may be used by Con Edison or a third-party vendor in the performance of M&V. Please indicate whether this information is being provided directly by you or by a third party.

3.4.2. Distributed Energy Resources

Adopters of distributed energy resources (DER) – small-scale solar, combined heat and power, energy storage, small-scale wind, etc. – have benefited in many ways from these resources. Benefits include the financial advantages of bill reduction or bill volatility reduction, direct and indirect subsidies from local, state and federal programs, and reduced emissions.

However, the benefits of DER adoption have accrued disproportionately to customers with higher levels of wealth and income. Low-and moderate-income customers have struggled to access this market and its associated

benefits due to a lack of access to capital, insufficient credit, and affordability barriers. Therefore, Con Edison is interested in proposals that lower barriers to serve these customers with DER technologies.

In line with the RFI's mission and the spirit of REV, responses should adhere to the following guidelines:

1. Responses should demonstrate net positive local environmental benefits to the low- and moderate-income communities that they serve.
2. Responses can propose a variety of ownership and financing models with a view towards delivering maximum benefits to LMI customers by optimizing overall project economics. However, Con Edison will not select responses that involve contracts akin to Power Purchase Agreements (PPAs) because the company believes such a construct does not maximize benefits to the customer. Please see section 5.3.6 for further details about Con Edison's position against long term PPAs.
3. Responses should propose development on property that Con Edison does not own. Note that the company is soliciting for solutions on Con Edison property in a separate solicitation, which can be found here:
<http://www.coned.com/newsroom/pdf/Con%20Edison%20Petition%20for%20Shared%20Solar%20for%20Low%20Income%20Customers.pdf>
4. To allow for a broad array of selected responses, community net metered projects should be no more than 2MW in nameplate capacity.

3.4.2.1. Problem to be solved

Depending on the type of technology, size of deployment, targeted customer segment, and financial and ownership model, various DER solutions can be very different in the customer and utility benefits they yield. With that context, please describe exactly what LMI-oriented problem or challenge the technology in question is designed to solve. Respondents should explain why the chosen technology solution is best suited to address this particular challenge, and how it relates to the objectives of the proposed demonstration.

3.4.2.2. Technology or product characteristics

Below, please describe the performance characteristics of the product or technology or service proposed. Respondents are welcome to include supporting performance data or characteristics as a separate attachment.

3.4.2.2.1. Nameplate capacity

Please describe the power capacity of the proposed DER solution as specified by manufacturer, as well as the maximum instantaneous output under realistic operating conditions.

3.4.2.2.2. Load shape

Please describe the expected variation in output of the proposed DER solution by time of day or other variable. Please provide supporting data if available.

3.4.2.2.3. Inverter specifications

Please describe the technical performance criteria of inverters that will be incorporated into your DER solution, including inverter size, safety data, interconnection capabilities, and other relevant criteria.

3.4.2.2.4. Emissions profile

Please describe the air emissions profile of your DER solution, including greenhouse gas emissions, criteria pollutants and other sources of emissions. Provide comparisons to existing technology if your solution will involve a replacement or upgrade.

3.4.2.2.5. Seasonality

Please describe any variability in capacity or generation potential for your DER solution across seasons or weather conditions.

3.4.2.3. Customer benefits

When describing customer benefits, please relate them to the problem to be solved. Please also reference which of Con Edison's evaluation metrics, listed in sections 2.6 and 5.4, will be addressed by the proposed solution.

3.4.2.4. Utility benefits

When describing utility benefits, please relate them to the problem to be solved. Please also reference which of Con Edison's evaluation metrics, listed in sections 2.6 and 5.4, will be addressed by the proposed energy solution. Please note that DER proposals should be structured to be advantageous for all involved, with all parties having a vested interest in the project's success. Please also note that Con Edison has Earnings Adjustment Mechanisms (EAMs) around DER adoption, listed in section 2.7, which would be impacted by the deployment of more DERs in our service territory.

3.4.2.5. Post Demonstration Benefits

Respondents should provide a summary of the direct and residual benefits expected to accrue to all relevant parties (e.g., Con Edison, Con Edison's customers, vendors/3rd parties, etc.) that last beyond the term of the demonstration. Please clearly identify the assumptions necessary to result in the expected benefits and include the estimated lifetime of such benefits. As an example, discuss behavioral impacts, depreciation of the technology/product, Operation & Maintenance (O&M), and recommissioning costs.

3.4.2.6. Scalability

Respondents should explain why the products/services in question are scalable to a larger set of Con Edison's customers, and/or at more points in Con Edison's system, assuming a successful demonstration. Please identify the key parts of the demonstration that would be scalable as-is, and others that would need to change for different customers and/or locations. Respondents should be clear to explain if and how the financial structure proposed under this demonstration is scalable to scenarios where no subsidy in the form of demonstration project

funding is available. You may also describe what obstacles need to be surmounted to achieve scalability such as the rollout of a parallel technology or government policy/legislative issues surrounding the low- and moderate-income customer marketplace.

3.4.2.7. Safety/Permitting

Respondents should address whether their proposed solution requires special environmental, health and safety procedures and any technical permitting approvals.

3.4.2.8. Measurement & Verification to date

Please provide measurement and verification information to support the claims made in the section above. Any methodologies or data parameters may be used by Con Edison or a third-party vendor in the performance of M&V. Please indicate whether this information is being provided directly by you or by a third party.

3.4.3. Financing and Billing Innovations

LMI customers struggle with affordability challenges that can result in account arrears or even shut offs of electricity. Innovative financing approaches such as on-bill finance or repayment, pre-payment, and a variety of measures to reduce bill volatility, can be important tools to help LMI customers.

Con Edison understands that LMI customers often face the difficult choice of staying current on utility bills or buying necessities like groceries or prescription medicine. To that end, the company is interested in both monetary and non-monetary incentives that would reduce the need for such choices.

3.4.3.1. Problem to be solved

Please describe exactly what LMI-oriented problem or challenge the financial approach in question is designed to solve. Respondents should explain why the chosen solution is best suited to address this particular challenge, and how it relates to the hypothesis and objectives of the proposed demonstration. Please also list what general assumptions your solution is dependent upon. Respondents are encouraged, but not required, to submit Excel models or other data that clarifies key assumptions.

3.4.3.2. Product characteristics

Please describe the characteristics of the solution proposed. Respondents are welcome to include supporting performance/outcome data or characteristics as a separate attachment. Please also describe the process by which this product/service would be delivered to the customer (e.g., contractor model) including the cost responsibility.

- **MEASURE 1 (TBD):** Describe measure
- **MEASURE 2 (TBD):** Describe measure

3.4.3.3. Customer benefits

When describing customer benefits, please relate them to the problem to be solved. Please also reference which of Con Edison's evaluation metrics, listed in sections 2.6 and 5.4, will be addressed by the proposed energy solution.

3.4.3.4. Utility benefits

When describing utility benefits, please relate them to the problem to be solved. Please also reference which of Con Edison's evaluation metrics, listed in sections 2.6 and 5.4, will be addressed by the proposed energy solution.

3.4.3.5. Post Demonstration Benefits

Respondents should provide a summary of the direct and residual benefits expected to accrue to all relevant parties (e.g., Con Edison, Con Edison's customers, vendors/3rd parties, etc.) that last beyond the term of the demonstration. Please clearly identify the assumptions necessary to result in the expected benefits and include the estimated lifetime of such benefits.

3.4.3.6. Scalability

Respondents should explain why the products/services in question are scalable to a larger set of Con Edison's customers, and/or at more points in Con Edison's system, assuming a successful demonstration. Please identify the key parts of the demonstration that would be scalable as-is, and others that would need to change for different customers and/or locations. Respondents should be clear to explain if and how the financial structure proposed under this demonstration is scalable to scenarios where no subsidy in the form of demonstration project funding is available. You may also describe what obstacles need to be surmounted to achieve scalability such as the rollout of a parallel technology or government policy/legislative issues surrounding the low- and moderate-income customer marketplace.

3.4.3.7. Measurement & Verification to date

Please provide measurement and verification information to support the claims made in the section above. Please indicate whether this information was provided by a third party.

3.4.4. Education & Outreach

For a variety of reasons, including language barriers, lack of internet access, and time constraints, awareness of energy-related issues is typically lower among LMI customers, compared to other segments. However, evidence suggests that LMI customers are eager to participate in exercising greater control of their energy usage, or in participating in existing energy efficiency programs when they are made aware of the programs' availability. Because of this, education and outreach is an important component of this RFI.

3.4.4.1. Problem to be solved

Please describe exactly what LMI-oriented problem or challenge the solution in question is designed to solve. Respondents should explain why the chosen outreach and education approach is best suited to address this particular challenge, and how it relates to the hypothesis and objectives of the proposed demonstration. Please also list what general assumptions your solution is dependent on, such as a neighborhood, language capability, or demographic characteristics.

3.4.4.2. Education or outreach characteristics

Please describe the characteristics of the education/outreach service proposed. Respondents are welcome to include supporting performance data or examples as a separate attachment. Please also describe the process by which education/outreach would be delivered to the customer (e.g., through contractors, Con Ed mailings, social media, etc.) including the cost responsibility. Lastly, please explain how energy or customer-related benefits would be calculated.

3.4.4.3. Customer benefits

When describing customer benefits, please relate them to the problem to be solved. Please also reference which of Con Edison's evaluation metrics, listed in sections 2.6 and 5.4, will be addressed by the proposed energy solutions.

3.4.4.4. Utility benefits

When describing utility benefits, please relate them to the problem to be solved. Please also reference which of Con Edison's evaluation metrics, listed in sections 2.6 and 5.4, will be addressed by the energy solution in question.

3.4.4.5. Post Demonstration Benefits

Respondents should provide a summary of the direct and residual benefits expected to accrue to all relevant parties (e.g., Con Edison, Con Edison's customers, vendors/3rd parties, etc.) that last beyond the term of the demonstration. Please clearly identify the assumptions necessary to result in the expected benefits and include the estimated length of such benefits.

3.4.4.6. Scalability

Respondents should explain why the education/outreach in question is scalable to a larger set of Con Edison's customers, and/or at more points in Con Edison's system, assuming a successful demonstration. Please identify the key parts of the demonstration that would be scalable as-is, and others that would need to change for different customers and/or locations. Respondents should be clear to explain if and how the financial structure proposed under this demonstration is scalable to scenarios where no subsidy in the form of demonstration project funding is available. Please clearly identify characteristics about this outreach you believe to be culturally or regionally-specific, language-specific, and those characteristics you believe to be universal. You may also describe

what obstacles need to be surmounted to achieve scalability such as the rollout of a parallel technology or government policy/legislative issues surrounding the low- and moderate-income customer marketplace.

3.4.4.7. Measurement & Verification to date

Please provide measurement and verification information to support the claims made in the section above. Respondents can also use “case studies” or examples of their approach in practice. Please explain how you will comply with any applicable laws or regulations as part of this project, particularly compliance with the Telephone Consumer Protection Act (TCPA). Please indicate whether this information is being provided directly by you or by a third party.

3.4.5. Other

Con Edison realizes that the categories of energy efficiency, distributed energy resources (DER), financing and billing innovations, and education/outreach do not necessarily capture every good idea that could serve our LMI customers. Respondents whose ideas do not fit neatly into any of the categories above may use this section to describe their solution.

3.4.5.1. Problem to be solved

Please describe exactly what LMI-oriented problem or challenge the technology or solution in question is designed to solve. Respondents should explain why the chosen technology solution is best suited to address this particular challenge, and how it relates to the hypothesis and objectives of the proposed demonstration. Please also list what general assumptions your solution is dependent on such as the existing conditions of the facility.

3.4.5.2. Technology or service characteristics

Please describe the performance characteristics of the product or service proposed. Respondents are welcome to include supporting performance data or characteristics as a separate attachment. For each measure subcategory please provide a short description about the product, whether the technology is widely available commercially, its lifespan, maintenance needs and schedule, and costs. Please also describe the process by which each measure would get delivered to the customer (e.g., contractor model) including the cost responsibility. Lastly, please explain how the energy savings/performance would be calculated.

3.4.5.3. Customer benefits

When describing customer benefits, please relate them to the problem to be solved. Please also reference which of Con Edison’s evaluation metrics, listed in sections 2.6 and 5.4, will be addressed by the energy solution in question.

3.4.5.4. Utility benefits

When describing utility benefits, please relate them to the problem to be solved. Please also reference which of Con Edison’s evaluation metrics, listed in sections 2.6 and 5.4, will be addressed by the energy solution in question.

3.4.5.5. Post Demonstration Benefits

Respondents should provide a summary of the direct and residual benefits expected to accrue to all relevant parties (e.g., Con Edison, Con Edison's customers, vendors/3rd parties, etc.) that last beyond the term of the demonstration. Please clearly identify the assumptions necessary to result in the expected benefits and include the estimated lifetime of such benefits. As an example, discuss behavioral impacts, depreciation of the technology/product, Operation and Maintenance (O&M) costs, and recommissioning costs.

3.4.5.6. Scalability

Respondents should explain why the products/services in question are scalable to a larger set of Con Edison's customers, and/or at more points in Con Edison's system, assuming a successful demonstration. Please identify the key parts of the demonstration that would be scalable as-is, and others that would need to change for different customers and/or locations. Respondents should be clear to explain if and how the financial structure proposed under this demonstration is scalable to scenarios where no subsidy in the form of demonstration project funding is available. You may also describe what obstacles need to be surmounted to achieve scalability such as the rollout of a parallel technology or government policy/legislative issues surrounding the low- and moderate-income customer marketplace.

3.4.5.7. Safety/Permitting

Respondents should address whether their proposed energy efficiency technology or product solution requires special environmental, health and safety procedures and any technical permitting approvals.

3.4.5.8. Measurement & Verification to date

Please provide measurement and verification information to support the claims made in the section above. Any methodologies or data parameters may be used by Con Edison or a third-party vendor in the performance of M&V. Please indicate whether this information is being provided directly by you or by a third party.

3.5. Customer Experience

In addition to the many economic challenges encountered by LMI customers – such as insufficient access to capital, affordability and bill predictability challenges – the current energy marketplace also provides LMI customers a sub-optimal experience. For instance, some LMI customers have been the victim of unethical behavior by Energy Services Companies (or ESCOs), and many of the new tools and technologies available to improve the customer experience have been inaccessible. In this section, respondents should describe how customers will experience their product or service, from start to finish. Con Edison seeks partners who will exhibit the qualities of empathy, credibility, responsiveness, accountability, and commitment in dealing with customers. To that end, respondents should use this section to give examples of demonstrating those qualities. Respondents are encouraged, but not required, to submit attachments in any form of media that provide evidence of demonstrating these qualities in customer experience.

3.5.1. Customer Definition

Respondents should describe the LMI customers it intends to reach in this demonstration. Specifically, respondents should approximate the number and location of LMI customers reached. Further, respondents should specify how it will determine whether customers are LMI, and what will be the mix of low and/or moderate income customers. Please reference section 2.3 (LMI definition and eligibility criteria) for what qualifies as an LMI customer and means of determining eligibility.

3.5.2. Communications & Outreach Strategy

Respondents should describe how they plan to market their products and services, and communicate, to LMI customers. Please describe the media (e.g., mailers, online, phone, text message, etc.) by which you plan to communicate. Finally, respondents should demonstrate that they can craft culturally relevant and accessible written and verbal messaging for customer engagement. To that end, respondents are encouraged – but not required – to submit samples of their outreach approach as a separate attachment (all forms of media are welcome).

Please note that all marketing materials are subject to review and approval by Con Edison.

3.5.3. Ongoing Customer Service Strategy

Respondents should describe who will be responsible for serving the customer during the course of this demonstration project. Please also describe why the entity in question is well suited to serve the customer, and provide supporting evidence that this entity will exhibit the qualities of empathy, credibility, responsiveness, accountability, and commitment in dealing with customers.

3.6. Project Management

3.6.1. Demonstration Plan

Respondents should address, in greater detail than the executive summary, exactly what they plan to demonstrate over the course of the project. Please note that demonstration projects last no longer than 3 years.

3.6.2. Evaluation Metrics

Please identify key metrics that will be used to determine if the demonstration is successful, and explain the rationale for selecting these metrics. Respondents should select amongst the metrics Con Edison has defined in sections 2.6 and 5.4 but are welcome to suggest others as well.

3.6.3. Data Collection

The data collected over the course of this demonstration project will be key to proving whether the approach undertaken is a successful one. For this reason, respondents should consider carefully which sources of data are necessary, how it will collect this data, and what Con Edison's role (if any) will be in collecting and/or sharing data.

In this section, please describe the key pieces of data to be collected in this demonstration, why this data is important/necessary for proving [or disproving] success, how it will be captured, and who owns the information. Please note that Con Edison does not have interest in obtaining customer's income data for this demonstration project or for any future initiatives.

3.6.4. Timelines, Milestones

Assume the project proposed is presented to and approved by the NYSPSC, and work on this project begins exactly 6 months from the response date. Based on those assumptions, please provide high level milestones and timelines for the project. Please reference, in the appendix, Con Edison's demonstration project outlines and implementation plans for examples of appropriate timelines and milestone. Respondents are encouraged, but not required, to submit a basic, high-level project plan as an attachment that describes activities and responsibilities over the course of the demonstration project. Demonstrations should last no more than 3 years.

3.6.5. Key risks

Respondents should complete this section as open, honestly, and comprehensively as possible. Con Edison is well aware there are risks associated with undertaking innovative and novel projects. Therefore, Con Edison expects respondents to identify all meaningful risks, explain why these have been identified, describe the likelihood and severity of risks, and provide a brief explanation for how each risk could be mitigated or avoided. Con Edison is also interested in how the specific design of the proposed demonstration will help to mitigate or avoid risk.

3.6.6. Con Edison Resources and Capabilities

To the extent this topic has not already been addressed, respondents should identify assumptions regarding the resources and capabilities it expects Con Edison to provide to this demonstration project.

3.6.7. Demonstration Site

Con Edison has not and will not pre-select a demonstration site(s). However, Con Edison fully appreciates that siting and permitting a demonstration could be a major timing and deployment risk to this effort. Therefore, this RFI seeks responses that either have particular sites identified or – at a minimum – have clear siting requirements that can result in the company and the applicant quickly identifying sites together.

With that context, respondents should address whether the respondent has identified sites for the proposed demonstration. If the respondent has not identified sites, please describe in detail the desired or required criteria for a demonstration location. Please also describe, briefly, any relevant previous siting or permitting experiences.

Finally, some responses may not require demonstration sites and, if so, respondents should state this clearly.

3.7. Team

Selecting high-quality project teams and partners is of the utmost importance to Con Edison. To that end, in a separate attachment, respondents should include CVs for all key team members, including organizations with

which the respondent is partnered (“project partners”). Respondents should also describe each listed team members’ role on the proposed project.

In this section, respondents should summarize the following:

- **Track record:** Please describe the project team’s experience in delivering positive outcomes in LMI households and communities
- **Community:** Con Edison is interested in teams who reflect the communities they serve, in both ownership and employee composition. Respondents should describe how their team and/or partners reflect the communities they intend to serve.
- **Delivery capabilities:** A successful LMI demonstration project necessitates a project team with proven skills and experience to deliver what it is proposing in this solicitation. Therefore, respondents should describe and provide evidence of their capabilities to implement the proposed project, including technical, sales, communication, and management capabilities.

3.7.1. LMI Experience

Knowledge, experience and relationships with low- and moderate-income customers and stakeholders are helpful to delivering positive outcomes. Please describe the project team’s experience in delivering positive outcomes for LMI customers. Respondents are encouraged, but not required, to submit supporting attachments that provide evidence of the positive outcomes referenced. Respondents should note that experience with LMI customers is strongly preferred but not required.

3.7.2. Diversity

Con Edison is committed to engaging with respondents that are reflective of our diverse customer base. Con Edison relies on the contributions of businesses that are owned by individuals of diverse backgrounds in order to deliver the best products and services, with the greatest value, to an increasingly diverse marketplace. Partnering with diverse suppliers and vendors also helps Con Edison invest in the social, cultural and economic vitality of the communities Con Edison serves. Accordingly, Con Edison would welcome, and is encouraging, proposals from respondents that reflect the diversity of the LMI customers that Con Edison is seeking to address through this RFI. Please indicate whether your organization is currently certified as a Minority and Women-owned Business Enterprise (“M/WBEs”).

A M/WBE is a U.S.-based business that is certified by a third party as 51% independently owned and operated by a minority or a woman. For a publicly owned business, at least 51% of that business’ stock must be owned by one or more women or minorities, and the business must be managed and operated by the one or more of the people who own it. Minorities include people of African, Hispanic/Latino, Asian-Pacific, Asian-Indian, and Native American heritage. For M/WBEs, Con Edison prefers certifications from the following organizations: (a) women-owned businesses certified by an affiliate of the Women’s Business Enterprise National Council such as the Women Presidents’ Educational Organization or (b) minority-owned businesses certified by an affiliate of the National Minority Supplier Development Council such as the New York New Jersey Minority Supplier Development Council. Respondents can find further information at <https://apps.coned.com/supplychain/diversity/faq.aspx>

3.7.3. History of Partnerships

Any successful LMI demonstration project will involve a variety of partnerships. These will include relationships between various entities within a demonstration project team, relationships with LMI customers, Con Edison, and potentially with public and/or non-profit organizations as well. To this end, respondents should describe their experience and history with partnerships. Respondents are encouraged, but not required, to submit supporting attachments that provide evidence of effective partnering.

3.7.4. Ethics & Compliance

It is of paramount importance to Con Edison that any respondent selected to implement a demonstration has a proven commitment to operating its business in compliance with all applicable laws, rules and regulations and in accordance with high ethical standards, including the Con Edison Vendor Code of Conduct, which respondents can view here: https://apps.coned.com/supplychain/supplierpolicies/VENDOR_CODE_OF_CONDUCT.pdf.

In this section, respondents should call attention to evidence of ethical business behavior, and should proactively identify and address any relevant outstanding or past legal or ethical issues.

3.7.5. Commitment to New York

In the State of New York's Public Service Commission (NYSPSC) Memorandum and Resolution on Demonstration Projects, issued on December 12, 2014, NYSPSC calls for demonstration project partners to demonstrate "willingness to invest in the New York market." With that context, respondents should address whether their company and key project partners are based, or have offices in, New York City or elsewhere in New York State. If the respondent is neither based nor has offices in New York City, or elsewhere in New York State, please provide evidence of commitment to enter or invest in the New York market.

3.7.6. References

Con Edison will only select respondents after speaking to multiple references. Such reference-checking is a very important input to our selection process, and to verifying the integrity and performance of project teams. For that reason, respondents should *not* respond to this section with, "references available upon request." Instead, respondents should include references, and basic contact information such as email addresses and phone numbers, so that Con Edison can learn more about the team's prior work. The best references will be those who were involved in similar efforts to the demonstration being proposed here.

3.8. Privacy & Cybersecurity

Respondents should describe their strategy for ensuring Con Edison and Con Edison's customers' privacy and protection of personally identifiable information (PII). In addition, please address the strategy for ensuring the privacy and protection of all other demonstration partners and participants. Finally, respondents should address whether the solution proposed impacts cybersecurity, and what measures it will take to ensure cyber protections.

4. Instructions to Respondent

Respondents are instructed to prepare their proposals in accordance with the instructions outlined below, with the response focused on the Demonstration Proposal (Section 3).

4.1. Response and Submittal Instructions

Responses will be submitted by email to: REVDemos@coned.com. Please format the email subject line as follows: "Company Name - LMI Demonstration Proposal" (e.g. Subject: "ABC Company- LMI Demonstration Proposal")

Responses delivered by hand or fax, regular mail, or any other method will not be accepted. Con Edison will not be responsible for late, lost, illegible or misdirected submissions.

Con Edison may, at its option, contact respondents with additional questions or information requests. If the company is interested in a respondent's solution, Con Edison will contact the respondent and provide additional details regarding the process subsequent to this submission that will ultimately lead to a demonstration project.

Any questions or clarifications concerning this RFI should be directed to the company at REVDemos@coned.com. The deadline to submit questions via email is 5:00 PM EDT on Friday, December 9th, 2016. Emailed questions received after this date will not receive a response. The company will not respond to any questions received in-person, by mail, by fax, or by phone. A summary of all questions submitted and the corresponding answers will be posted online at www.coned.com/energyfuture/lmi.asp on Friday, January 13th, 2017.

4.2. Response Format

Respondents should be sure to include each of the required components outlined below.

Required Components
Cover Letter
Table of Contents
Demonstration Proposal (as described in Section 3)
Team Description (Including CVs and descriptions of rolls)
Supplemental Information Number/label if more than one included

4.2.1. Cover Letter

The cover letter shall include the following:

- The legal name and address of respondent;
- The name, title and telephone number of the individual authorized to submit information; and
- A statement that the respondent has read, understands, and agrees to all provisions of the RFI

4.2.2. Table of Contents

Include a clear identification of the response by section and by page number as identified above.

4.2.3. Demonstration Proposal

This section should include the items outlined in Sections 3.1 to 3.8.

4.2.4. Team

This is a response to section 3.7. As a separate PDF attachment, respondents should include CVs for all key team members, including project partners. Respondents should also describe each listed team members' role on the proposed project.

4.2.5. Supplemental Information

Respondents should include any supplemental or supporting attachments, as separate documents, in this section. These could include, but are not limited to, detailed information regarding the unique aspects of the demonstration being proposed, background on the organization and/or target communities, budget and financials, evidence to support key assumptions, letters of support, etc. Submissions can be provided in either Excel or PDF format, depending on the nature of the attachment. Respondents should not include attachments in any other format.

If respondents submit more than one attachment, please clearly label and number each attachment.

5. Appendices

This section intends to provide respondents with background information to inform and improve responses. Not all the information that follows will be relevant to every response. Con Edison recommends respondents read, at a minimum, the New York State Public Service Commission (NYSPSC) Memorandum and Resolution on Demonstration Projects (5.3.1.2) in order to understand the NYSPSC and Con Edison's shared objectives.

5.1. Con Edison Programs

5.1.1. LMI-Focused Programs

As described below, Con Edison offers several programs focused on low-income customers. The demonstration will be conducted in addition to existing programs, and will not seek to change or alter them in any way. The demonstration will not alter funding levels for these programs and will be administered separately.

5.1.1.1. Low-Income Discount Program

Con Edison provides monthly discounts to nearly 400,000 customers. Customers are eligible for discounts if they participate in New York State's Home Energy Assistance Program (HEAP) or one of seven other social service programs (see below for eligibility criteria). The low-income discount program criteria are determined in the rate cases, in close coordination with city and state social service agencies. Con Edison relies on New York City's Human Resources Administration (HRA), the Westchester Department of Social Services, and New York State's Office of Disabilities and Temporary Assistance (ODTA) and the Department of Homes and Community Renewal (HCR) to provide lists of customers who are eligible for its low-income discount program. This process is automated and results in minimal administrative costs, which allows for the vast majority of available funding to go directly to low-income customers. Con Edison does not have access to, and does not request, customers' income levels.

Discount levels

- **Electric:** Eligible customers receive a monthly reduction of **\$9.50** to the basic service charge
- **Cooking gas:** Eligible customers receive a reduction to the basic service charge of **\$1.50** per month.
- **Heating gas:** Eligible customers receive a \$0.4880 per therm discount for usage between **4** and **90** therms. They also receive a reduction to the basic service charge of **\$7.25**

Eligibility

To qualify for the gas or electric discount rate, a customer must meet at one of the following criteria:

- Enrolled in the Direct Vendor or Utility Guarantee Program
- Receiving benefits under:
 - Supplemental Security Income
 - Temporary Assistance to Needy Families
 - Safety Net Assistance
 - Supplemental Nutrition Assistance Program (SNAP)
 - Medicaid
- Have received a Home Energy Assistance Program (HEAP) grant in the preceding 12 months

5.1.1.2. Multifamily energy efficiency program

Con Edison offers a range of financial incentives to promote energy efficiency in multifamily buildings. These include prescriptive rebates on common area upgrades, such as LED light fixtures, lighting controls, high efficiency boilers, pipe insulation, envelope improvements, and energy management systems. Custom measures are eligible for rebates of up to 50% of the project cost based on savings. Con Edison also offers enhanced incentives for qualifying affordable housing, including public housing and subsidized low-income units. Affordable housing incentives include free in-apartment energy surveys and direct installation of free LED light bulbs, thermostatic radiator valves (TRV), and low-flow water devices. Over the past six years, these programs have resulted in energy improvements in more than 5,000 buildings and more than 100,000 apartments in the service territory.

For more information on Con Edison's Multifamily Energy Efficiency Program for affordable housing, go to: <http://www.coned.com/energyefficiency/pdf/Multifamily-buildings-affordable-housing.pdf>

5.1.1.3. Level Payment Plan

Con Edison provides customers the option to elect a Level Payment Plan, which enables them to pay the same amount each month based on their annual average consumption levels. The objective of the Level Payment Plan is to help customers avoid cost spikes during summer or winter months when their energy use tends to be higher.

For more information on Con Edison's Level Payment Plan, go to: <http://www.coned.com/customercentral/levelpayment.asp>

5.1.2. Smart Meters

Con Edison will install approximately 3.6 million advanced electric meters ("smart meters") across the company's service territory, and approximately 1.2 million gas meters that will be either modified or replaced altogether. The project also includes the build-out of a supporting communications network for territory-wide coverage that will enable near real-time, two-way communication. To support full deployment as currently defined in the AMI implementation plan, the company will invest \$1.285 billion in capital funds over a six year period beginning in 2016.

For more information, please refer to Con Edison's business plan filed November 16th, 2015: <https://www.coned.com/2016-rate-filing/pdf/testimony-exhibits-gas/09-ami-panel-exhibits-ami-001-ami-005.pdf>.

See also Con Edison's smart meter customer engagement plan filed July 29, 2016: <http://documents.dps.ny.gov/public/Common/ViewDoc.aspx?DocRefId=%7B5344697E-981D-49D8-8F8F-4D534A521134%7D>

5.2. Con Edison REV Demonstration Projects

Con Edison is currently conducting three REV demonstration projects. What follows are brief descriptions of each of the projects as well as links to key documents that Con Edison filed with, and received back from, the NYS PSC. Each demonstration project begins with Con Edison filing a proposal, followed by a more detailed implementation plan. The implementation plans provide more granular insight into the management structure of the project,

experiment design, and specific work plans and budget. After Con Edison files implementation plans, the Commission responds with an assessment of those plans. These documents are relevant to respondents in helping to consider effective approaches to testing the hypotheses described in this RFI.

5.2.1. Connected Homes

The Connected Homes demonstration project will leverage customer data and analytics to develop highly targeted and tailored Distributed Energy Resources (“DER”) messaging for customers to be used in partnership with Energy Service Providers (ESPs), as well as an online marketplace for customers to purchase energy-saving DERs.

Con Edison’s original proposal and an addendum can be found here:

www.coned.com/energyfuture/pdf/connected-homes-platform.pdf

www.coned.com/energyfuture/pdf/addendum-connected-homes.pdf

Con Edison’s implementation plan can be found here:

www.coned.com/energyfuture/pdf/connected-homes-implementation-plan.pdf

The NYSPSC’s assessment of the implementation plan can be found here:

www.coned.com/energyfuture/pdf/dps-staff-assessment-report-connected-homes.pdf

5.2.2. Building Efficiency Marketplace

The Building Efficiency Marketplace demonstration project is setting up a marketplace to drive increased customer awareness of, and participation in, its energy efficiency and demand management programs.

Con Edison’s original proposal can be found here:

www.coned.com/energyfuture/pdf/building-efficiency-marketplace.pdf

Con Edison’s implementation plan can be found here:

www.coned.com/energyfuture/pdf/building-efficiency-marketplace-implementation-plan.pdf

The NYSPSC’s assessment of the implementation plan can be found here:

www.coned.com/energyfuture/pdf/dps-staff-assessment-report-building-efficiency-marketplace.pdf

5.2.3. Clean Virtual Power Plant

This REV demonstration project is designed to demonstrate how aggregated fleets of solar plus storage assets in hundreds of homes can function as a “virtual power plant” (VPP) and can collectively provide network benefits to the grid, resiliency services to customers, monetization value to Con Edison, and results that help inform rate design and development of distribution-level markets.

Con Edison’s original proposal can be found here:

www.coned.com/energyfuture/pdf/virtual-power-plant-vpp.pdf

Con Edison's implementation plan can be found here:

www.coned.com/energyfuture/pdf/clean-vpp-project-implementation-plan.pdf

The NYSPSC's assessment of the implementation plan can be found here:

www.coned.com/energyfuture/pdf/dps-staff-assessment-report-clean-vpp.pdf

5.3. NYSPSC Materials

5.3.1. Reforming the Energy Vision (REV)

In 2014, New York State launched Reforming the Energy Vision (REV), which is a “comprehensive strategy to develop a cleaner and more reliable, resilient and affordable energy system for all New Yorkers.” Over the past two and a half years, the NYSPSC has conducted a number of proceedings in support of REV. Several key outputs are described below.

5.3.1.1. Ratemaking and Utility Business Models

On May 19, 2016 the State of New York's Public Service Commission (NYSPSC) issued an Order Adopting a Ratemaking and Utility Revenue Model Policy Framework. This document contains a discussion of Platform Service Revenues (or PSRs). It can be found here:

<http://documents.dps.ny.gov/public/MatterManagement/MatterFilingItem.aspx?FilingSeq=160469&MatterSeq=44991>

5.3.1.2. REV Demonstration Projects

On December 12, 2014 the State of New York's Public Service Commission (NYSPSC) issued a Memorandum and Resolution on Demonstration Projects. That order describes ten guiding principles for REV demonstration projects. The document can be found here:

NYSPSC Memorandum and Resolution on Demonstration Projects:

www.coned.com/energyfuture/pdf/resolution-on-demonstration-projects.pdf

5.3.1.2.1. REV Demonstration Principles

The State of New York's Public Service Commission (NYSPSC) Memorandum and Resolution on Demonstration Projects describes ten guiding principles for REV demonstration projects. Below, we briefly describe or re-state each key principle and then describe, *in italics*, how this RFI addresses them:

1. **Flexibility:** The Commission does not intend “to specify the types of project expected but instead to establish guiding criteria.” *In this section, Con Edison makes explicit how this RFI process meets the guiding criteria. In addition, the detailed and targeted RFI should also filter for only those respondents who have addressed the guiding criteria.*
2. **Demonstrating Innovation:** NYSPSC wants utilities to have “a portfolio of demonstration projects to test various technologies” that include “various DER technologies and products that can be into the utility

distribution system planning and operations; customer engagement and response; and DSP technologies that will allow for the integration, visualization, and market operations related to DERs.” *Con Edison is soliciting solutions for DER technologies and new tools for customer engagement.*

3. **Value Distribution:** The Commission seeks a clear delineation of how generated economic value is divided between the customer, utility, and third party service provider. It also seeks a proposal for how much capital expense should go into the rate-base versus competitive markets. *Any successful response should be clear on the division of economic value between each key constituent. An intended outcome of this demonstration – like others – is to shed light on optimal recovery mechanisms.*
4. **Partnerships:** The Commission seeks partnership between the utility and the third party service provider with the goal of a significant third party capital contribution. *This RFI seeks to identify specific partners best suited to execute the objectives above. Any successful response will require partnerships, likely multiple partnerships, and will also require third party capital.*
5. **Customer Engagement:** The Commission states that, “customer engagement and measuring customer response to DER and data sharing will be a crucial element of these demonstrations.” *While Con Edison is not mandating a particular approach to customer engagement, we ask about customer acquisition and engagement in this RFI and therefore expect successful respondents to have an effective strategy and process for maximizing value to – and engagement with – customers.*
6. **Market Solutions:** The Commission states, “utilities should identify the problem and the market should propose solutions.” *Con Edison could not agree with this sentiment more. This RFI seeks to describe our “problem” or objective, and let the market propose specific solutions.*
7. **Developing Competitive Markets:** The Commission desires demonstration participants to propose rules that will help to create competitive markets. *This RFI focuses heavily on “experiment” or demonstration design in an attempt to derive the information necessary to create an informed perspective on what an optimal competitive market might look like.*
8. **Ensuring Cyber-Security:** The Commission desires to “maintain customer data privacy and keep platform operations safe.” *The RFI asks respondents to address these specific issues in section 3.8.*
9. **Scalability:** The Commission wants to “ensure the scalability of the technologies and products tested.” *This RFI asks respondents to address these specific issues in section 3*
10. **Cost Recovery:** The Commission asks utilities to “bring proposed cost allocation methodologies and cost recovery mechanisms to the Commission for consideration.” *Successful respondents will envision and articulate these mechanisms as part of their response.*

5.3.1.2.2. NYSPSC Table of Contents for Demonstration Filings

After Con Edison selects the respondent(s) with whom it will file a demonstration project(s), Con Edison is required to file the project with the NYSPSC for approval. This document is the table of contents that Con Edison will have to follow for the demonstration project filings. Respondents should note that Con Edison has designed this RFI to address many of the topics to be discussed in the formal filing. The document can be found here:

www.coned.com/energyfuture/pdf/rev-demo-table-of-contents.pdf

5.3.1.2.3. NYSPSC Criteria for Demonstration Project Evaluation

After Con Edison submits a demonstration project to the NYSPSC for consideration, the NYSPSC has established criteria upon which to evaluate the proposed project. Respondents should note that this is the NYSPSC's criteria, and not Con Edison's. This document can be found here:

www.coned.com/energyfuture/pdf/rev-demo-criteria-for-evaluation.pdf

5.3.2. Utility DER ownership

On August 15, 2016, the NYSPSC issued a Staff Report on the Collaborative Regarding Community Distributed Generation for Low-Income Residential Customers. Established as part of the Commission's Community Net Metering proceeding (Case 15-E-0082), the Collaborative brought together utilities, NYSEDA, low-income community organizations, and other stakeholders to identify "barriers to low-income customer participation in Community DG projects and mechanisms to remove those barriers." The Staff Report summarized the Collaborative's findings as follows:

"Although, the Collaborative spent a great deal of time and effort investigating the barriers to low-income customer participation in CDG projects, workable solutions have not arisen that would overcome those barriers. Further, the Commission recognized in the REV Track One Order that there may be circumstances where there is not a developing market for DER projects and the public interest warrants utility investment. One such example identified by the Commission is low or moderate income customers that can use DER to moderate their energy bills and take advantage of REV. Moreover, utility ownership of CDG and the issues surrounding low-income participation could be addressed in the context of REV demonstration projects."

DPS staff are now in the process of preparing a whitepaper that will address the specifics of utility ownership of CDG projects intended to ensure low-income participation. The Staff Report can be found here:

<http://documents.dps.ny.gov/public/Common/ViewDoc.aspx?DocRefId={BC894273-8816-4447-A689-892B72CDC09E}>

The Proceeding on Motion of the Commission as to the Policies, Requirements and Conditions For Implementing a Community Net Metering Program (Case 15-E-0082) can be found here:

<http://documents.dps.ny.gov/public/MatterManagement/CaseMaster.aspx?MatterCaseNo=15-E-0082&submit=Search+by+Case+Number>

Note that the company is soliciting for utility-owned DER solutions on Con Edison property in a separate solicitation, which can be found here:

<http://www.coned.com/newsroom/pdf/Con%20Edison%20Petition%20for%20Shared%20Solar%20for%20Low%20Income%20Customers.pdf>

5.3.3. Clean Energy Fund – LMI Working Group Recommendations

To support the goals of REV, New York State established a 10-year, \$5 billion Clean Energy Fund that is intended to "accelerate the growth of the clean energy economy, to provide long term funding certainty to local businesses

and significant flexibility to the administration of the State’s clean energy programs.” To guide the implementation of the Clean Energy Fund, the NYSPSC established a Clean Energy Advisory Council and a series of working groups. A Low- and Moderate-Income Clean Energy Initiatives Working Group was established to “evaluate alternative approaches for the delivery of services to LMI customers that can improve consumer value, for the customers served as well as for the rate-payer funding invested.” The LMI working group was tasked with “developing a set of recommendations on alternative approaches to providing LMI clean energy services by assessing the strengths and weaknesses of the current approaches to providing these services, and identifying and assessing alternative approaches deployed in other jurisdictions.” At the time of this writing, the LMI working group had not yet issued its recommendations.

More information on the Clean Energy Advisory Council’s Low- and Moderate-Income Clean Energy Initiatives Working Group can be found here:

<http://documents.dps.ny.gov/public/Common/ViewDoc.aspx?DocRefId=%7B192602F1-1D93-488D-8C9C-0718A4FCA993%7D>

5.3.4. Low-Income Order

In May of 2016, the PSC issued an order adopting modifications to utility discount programs for low-income customers (Case 14-M-0565) that set a statewide target of reducing “energy burden”—or the amount that a household spends on energy as a portion of their income—to below 6% for all low income customers. The PSC directed utilities to automatically grant a discount to low-income customers who participate in the state’s Home Energy Assistance Program (HEAP) to ensure that, on average, these customers pay less than 6% of their income towards energy. Con Edison submitted an implementation plan in August of 2016. See below below for relevant documents.

PSC Low-Income Program Order:

<http://documents.dps.ny.gov/public/Common/ViewDoc.aspx?DocRefId={BC2F31C9-B563-4DD6-B1EA-81A830B77276}>

Con Edison Low-Income Program Implementation Plan:

<http://documents.dps.ny.gov/public/Common/ViewDoc.aspx?DocRefId={5A70B365-F7BD-4548-A83E-397B3430CC37}>

5.3.5. Energy Service Company (ESCO) Moratorium

On July 14, 2016, the NYSPSC issued an order (Case 12-M-0476) that imposed a moratorium on Energy Service Companies (ESCOs) selling electricity and natural gas to customers who participate in utility low-income discount programs. According to the Commission, the order was intended to protect low-income customers “in light of evidence that ESCOs are unable or unwilling to serve these customers by way of offering a guaranteed savings product, and because energy related value added products designed to reduce the customer bill have not been developed.” The Commission ordered utilities to block all low-income discount accounts from being enrolled by ESCOs. At the time of writing, the Commission’s order was under a stay issued by a state Supreme Court.

Proceeding on Motion of the Commission to Assess Certain Aspects of the Residential and Small Non-residential Retail Energy Markets in New York State:

<http://documents.dps.ny.gov/public/Common/ViewDoc.aspx?DocRefId={A187D2DF-F7A5-481B-839D-3E0727F67447}>

5.3.6. Con Edison Position on Power Purchase Agreements (PPAs)

Based on negative past experiences, Con Edison generally believes that PPAs are not in the best interest of our customers. As a result, Con Edison prefers contractual structures that capture more value and reduce risk for our customers, including direct ownership of assets. This position is consistent with the one Con Edison took in a recent response to a Clean Energy Standard filing which can found here:

<http://documents.dps.ny.gov/public/Common/ViewDoc.aspx?DocRefId={54581256-0407-4AC0-9A85-180CDB1FDA83}>

5.4. Response and Demonstration Detailed Evaluation Criteria

5.4.1. Access

Goal: Help LMI customers access clean energy and new tools and services

▪ Clean Energy Access

Objective: Increase LMI customers' access to clean energy

Evaluation Metrics:

- Number of LMI customers who gain access to clean energy

▪ Energy Solutions Adoption

Objective: Achieve high levels of uptake of new energy solutions, tools and services

Evaluation Metrics:

- Number and percentage of participating LMI customers who elect and receive energy solutions
- Number of buildings with residing LMI customers who are delivered energy solutions

▪ Customer Acquisition Costs

Objective: Quickly and cost-effectively engage LMI customers as demo participants

Evaluation Metrics:

- Per participating customer cost to identify, segment, reach out to, and convert customers

▪ Program Efficiency

Objective: Cost effectively execute program and achieve outcomes

Evaluation Metrics:

- Average time from customer enrollment to project completion
- Cost effectiveness of measures (as defined by proposal)
- Soft costs per customer

- **Scalability**

Objective: Develop programs that can be scaled within and across customer segments

Evaluation Metrics:

- Number / percentage of total customers that solutions or toolset could apply to

5.4.2. Affordability

Goal: Help LMI customers to manage energy use and control costs, and reduce “energy burden”

- **Cost Reductions**

Objective: Reduce customers’ energy costs

Evaluation Metrics:

- Average reduction in participating LMI customers’ costs compared to prior billing periods

- **Energy Burden**

Objective: Achieve PSC targeted rate of energy cost relative to customer income level

Evaluation Metrics:

- Number of participating low-income customers whose energy burden exceeds 6% before demo
- Number of participating low-income customers whose energy burden is less than 6% after demo
- Average reduction in energy burden for participating low-income customers

- **Cost Stability and Predictability**

Objective: Reduce fluctuations in customers’ monthly bills

Evaluation Metrics:

- Average reduction in deviation between lowest and highest costs months for participating customers

- **Account Management**

Objective: Reduce customer account challenges

Evaluation Metrics:

- Reduced rates of arrearages, late penalties and shut-offs for participating LMI customers compared to non-participants
- Avoided losses and write-downs due to improved account performance

- **Cost of Service**

Objective: Stabilize or reduce cost of service

Evaluation Metrics:

- Reduction in cost to serve targeted customers (includes energy/supply cost, account management/customer impacts costs)

5.4.3. Sustainability

Goal: Achieve energy savings, greenhouse gas reductions, system improvements, and other co-benefits, leveraging third-party investment wherever possible

▪ **Energy Savings**

Objective: Reduce base load and peak energy consumption

Evaluation Metrics:

- Reduction in energy consumption (kWh, MWh)
- Reduction in peak demand (kW, MW)

▪ **Clean Energy Generation**

Objective: Increase the production of clean energy

Evaluation Metrics:

- Net new capacity (KW or MW) of clean energy made available to participating LMI customers
- Percentage increase in clean energy capacity in Con Edison service territory

▪ **Greenhouse Gas Emissions Reduction**

Objective: Cost-effectively reduce greenhouse gas emissions

Evaluation Metrics:

- Metric tons of CO₂e (carbon dioxide equivalent) reduced
- Cost per ton of CO₂e reduced

▪ **Health and Comfort**

Objective: Incorporate measures to improve customer health and comfort

Evaluation Metrics:

- Improvement in indoor air quality
- Reduction in reported asthma cases over time
- Improvement in customers' reported comfort levels post-demonstration

▪ **Third-Party Investment**

Objective: Attract third-party investment, minimize customer funds

Evaluation Metrics:

- Amount of third-party capital invested per every dollar of ratepayer spending
- Viability or perceived probability of path towards such investment (qualitative)

5.4.4. Engagement

Goal: Foster engagement of customers and communities, deliver a flawless customer experience

- **Customer participation**

Objective: Achieve high levels of LMI customer participation in demonstration project

Evaluation Metrics:

- Number of LMI customers who elect and are delivered energy solutions (as defined by proposal)
- Number of buildings with residing LMI customers who are delivered energy solutions

- **Customer Satisfaction**

Objective: Increase customer satisfaction

Evaluation Metrics:

- Net Promoter Score (NPS) before and after customers' participation in demonstration project

- **Ongoing Engagement**

Objective: Continue engagement of LMI customers with Con Edison after demonstration

Evaluation Metrics:

- Number of participating LMI customers who stay engaged after the demonstration project

- **Energy Literacy**

Objective: Increase customer and community understanding of energy issues

Evaluation Metrics:

- Number of customers who participate in energy-related learning efforts or events
- Number of customers who report increased understanding of energy management following demonstration program

- **Workforce Development**

Objective: Provide local training and employment opportunities

Evaluation Metrics:

- Number of local jobs created
- Number of local training opportunities created
- Amount of local economic activity generated

5.4.5. Team

Goal: Work with the most ethical, effective and diverse project teams to deliver excellent products/services to LMI customers. The evaluation metrics in this section are qualitative in nature.

- **Track Record**

Objective: Partners who have a personal, and organizational, track record of success in delivering positive outcomes for LMI customers

- **Diversity**

Objective: Partners who mirror the communities they serve, in both ownership and employee composition

- **Delivery Capabilities**

Objective: Partners who have a deep understanding and capability to fulfill the proposed roles and scope of the project

- **Project Management**

Objective: Partners who have a demonstrated record of success managing complex, multi-stakeholder projects in a demanding environment

- **Partnership History**

Objective: Partners who have complementary skills and expertise and a demonstrated record of collaboration